

# SPORTS MANAGEMENT

sportsmanagement.co.uk

May/June 2017

Vol 21 Issue 3 No 131

@sportsmag



## GIVE YOUR MEMBERS THE VARIETY THEY SEEK

Queenax™ is the only functional training system that can transition from personal to circuit to group training in minutes. A wide variety of accessories keeps the training possibilities endless. Innovative system designs to fit almost any space large or small.

\*Kille, Livingston site with the largest Queenax in the World as of March 2017.



See it in action at [precor.com/Queenax](http://precor.com/Queenax)  
03334 149774 • [info@precor.com](mailto:info@precor.com)

**Queenax**  
Functional Fitness by Precor

**PRECOR**  
Fitness Made Personal



# GEAR UP YOUR FACILITY AND MEMBERS WITH SPINNING®

**Spinning®** was founded by endurance road cyclists, with a desire to create a high quality programme and bring an authentic cycling experience indoors.

Precor are proud to be part of this world-wide community and create the new reliable and durable Spinner® bikes, designed to offer a personalised ride with an uncompromising fit and feel.

To experience the new bikes, or for more information, please contact [laura.phillips@precor.com](mailto:laura.phillips@precor.com) or **03334 149774**.

**Join us on **Stand 190**  
at Elevate to see live demos.**



[precor.com](http://precor.com)

**PRECOR®** |  **SPINNING®**

# SPORTS

## MANAGEMENT

sportsmanagement.co.uk

**May/June 2017**

**Vol 21 Issue 3 No 131**

**@sportsmag**

Unicef's

## Liz Twyford

On the use of  
sport as a vehicle  
for international  
development

Modernising Italy's  
football stadiums

How can we increase  
gender diversity in  
the boardroom?

**COVER STAR:**

Johanna Konta backs the  
expansion of the LTA's Tennis  
for Kids programme

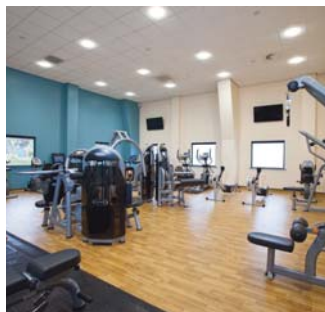




# Collinson

## Raising the Bar

with creative sport spaces



- Choose from a range of structures
- Full Design and Build service
- Multi use or Sport specific
- Cost efficient, sustainable space
- Options on ventilation, heating and insulation
- Create a sports space complete with ancillary accommodation

**collinson.co.uk**  
**T: 01995 606 451**



# Bereavement

Sport can play a vital role in supporting people who are grieving, enabling them to work through the pain until they come to acceptance.

We need to include this focus in our work wherever possible

All our lives are touched by grief at some point, whether it directly affects us, or we find ourselves supporting friends, family or work colleagues as they deal with the loss of a loved one.

Few of us are equipped to be able to offer the support needed – we do our best to give comfort, to find the right things to say and in some cases, simply to be there. Sometimes hugs are more powerful than words can ever be in helping them through it.

If this resonates with you, you'll have known the feeling of powerlessness that comes with being the supporter and not being able to help the person who's grieving – knowing you're lacking in the skills and awareness needed to bring meaningful comfort.

We're simply not very good at dealing with death – it's something society keeps hidden and many struggle to confront or accept it. Yet death is a natural part of life and having the tools to support loved ones through an encounter with it, while finding our own acceptance is something we can all benefit from.

On page 48, Kath Hudson looks at how sport can help those who've been bereaved to cope and heal and find their way through the most challenging times. Drawing on personal experience, and lessons learned from experts in the field, she highlights how exercise has helped people find light, hope and relief.

That sport and exercise can do this is a very wonderful thing and in these times when stress is becoming a modern epidemic, the strain of grief – when overlaid on an already taxing life – can overwhelm those who are already struggling to cope.



Many support groups exist, but few offer activity with all the positive benefits it brings

Sport has a huge opportunity to offer meaningful support. As Hudson says: "Everyone can benefit from the mental health benefits of exercise, but particularly those who've been bereaved. Being active not only provides a chance to reflect, it also increases blood flow to the brain – which promotes clearer thinking – and triggers the release of beneficial neurotransmitters...improves sleep and appetite, and gives a sense of routine and control: all things that are incredibly important when people are grieving."

We mustn't shy away from tackling this significant challenge and offering interventions to support the bereaved. They may need grief counselling along with the exercise and this can be offered in partnership with experts.

Support groups exist, but most offer talking therapy and few involve physical activity. We have the power to change this and extend the reach of sport to create bonds with people and help them in their hour of need.

LIZ TERRY, EDITOR, SPORTS MANAGEMENT

## Choose how you read Sports Management magazine



PRINT

[leisuresubs.net](http://leisuresubs.net)



DIGITAL

[sportsmanagement.co.uk/digital](http://sportsmanagement.co.uk/digital)



PDF



ONLINE

[sportsmanagement.co.uk/contents](http://sportsmanagement.co.uk/contents)

## READER SERVICES

### Subscriptions

Denise Adams  
+44 (0)1462 471930

### Circulation manager

Michael Emmerson  
+44 (0)1462 471932

## EDITORIAL TEAM

### Editor

Liz Terry  
+44 (0)1462 431385

### Deputy editor

Steph Eaves  
+44 (0)1462 471934

### News editor

Matthew Campelli  
+44 (0)1462 471912

### Contributing editor

Tom Walker  
+44 (0)1462 471934

## ADVERTISING TEAM

### Publishers

John Challinor  
+44 (0)1202 742968  
Paul Thorman (recruitment)

+44 (0)1462 471904

### Advertising sales

Jan Williams  
+44 (0)1462 471909

## WEB TEAM

Tim Nash  
+44 (0)1462 471917

Michael Paramore  
+44 (0)1462 471926

Emma Harris  
+44 (0)1462 471921

Dean Fox  
+44 (0)1462 471900

### Sport-kit.net

Lauren Heath-Jones  
+44 (0)1462 471927

## DESIGN

Jack Emmerson  
+44 (0)1462 471936

## RESEARCH

Joe Neary  
+44 (0)1462 431385

## FINANCE

Denise Adams  
+44 (0)1462 471930

Rebekah Scott  
+44 (0)1462 471930

### Leisure Media

Portmill House  
Hitchin, Herts  
SG5 1DJ, UK  
+44 (0)1462 431385  
leisuremedia.com  
firstlast@leisuremedia.com



**News and analysis:**  
STA in China, UK Anti-Doping reviewed, ASA rebrands, Populous plans eSports arenas

p16

**People profiles:**  
Tottenham Hotspur's Donna Cullen discusses the club's new stadium plans

p10



**Sport and bereavement:**  
How we can help people overcome loss and grief

p48

**Sports conditioning:**  
Top rugby players explain how they hone their fitness

p54





## Unicef's Liz Twyford How the organisation is utilising sport

p32

## Italian football In desperate need of new stadiums

p44



## The challenges facing gender equality on sports boards, and what needs to happen

p64



## Trampolining: One of the UK's fastest-growing sport and leisure trends

p70



## IN THIS ISSUE

### 10 PEOPLE

Donna Cullen, Russell Seymour  
and Richard Tims

### 16 NEWS & ANALYSIS

### 29 THOUGHT LEADERS

Andy Reed on the sugar levy

### 30 SAPCA NEWS

CEO Chris Trickey on the  
association's new direction

### 32 LIZ TWYFORD

How Unicef is utilising sport

### 38 TALKING POINT

Are we doing enough to  
safeguard young athletes?

### 44 ITALIAN FOOTBALL

The country's need for  
a stadium revolution

### 48 BEREAVEMENT

How sport can help people  
overcome loss

### 54 RUGBY TRAINING

We look at the conditioning  
methods of rugby teams

### 60 COMIC RELIEF

The rise of the 'sport for  
development' sector

### 64 WOMEN IN SPORT

The challenges facing gender  
equality on sports boards

### 70 TRAMPOLINE PARKS

The popular sport is booming

### 76 CHANGING ROOMS

Ready for the new £1 coin?

### 82 GYMNASTICS

British Gymnastics' strategy to  
grow the sport

### 70 SPORTS-KIT.NET

Innovation and new launches

### 81 JOBS

Find your next challenge



The **total solution**...from concept to construction, we design and build all **Synthetic** and **Natural Sports Surfaces**

When planning a sports pitch project, make **O'Brien Sports** your first choice.

- Football pitches
- Hockey pitches
- Multi-use Games Areas
- Rugby pitches
- Athletics tracks



Warden Park Academy



Eastwood Academy



Oswestry School



Broxhill Sports Centre

**T: 01926 319 724**

**E: [info@obriencontractors.co.uk](mailto:info@obriencontractors.co.uk) W: [www.obriensports.co.uk](http://www.obriensports.co.uk)**

O'Brien Sports, Manor Cottage, Church Lane, Leamington Spa, CV32 7JT.





# HAVE YOUR SAY

Have you got a view on the state of the sports sector? A topic you want to discuss? An opinion on an article featured in *Sports Management*? Write to us at: [sm@leisuremedia.com](mailto:sm@leisuremedia.com)



## It's time to take safeguarding seriously

I'm disappointed that it has taken the emergence of issues around safeguarding in the media for the country to wake up to the fact that we need formal monitoring and a set of standard regulations put in place.

Even within Sport England's quality scheme, Quest, where we've offered a safeguarding module since 2014, it's only since the recent scandals hit the news that we've seen a rise in the number of facilities choosing to be assessed on this topic. We've now made safeguarding – a unit co-written with the NSPCC Child Protection Sport Unit – one of seven compulsory un-scored Quest modules, in order to encourage its uptake.

We're also adding compulsory safeguarding-specific questions to the overall health and safety declaration assessment for facilities and their resident clubs, so sites must pass these to achieve Quest status. These will determine whether they have a safeguarding policy in place, if



ROB WAIN/SHUTTERSTOCK.COM

### More sites have sought assessment on safeguarding in the light of recent scandals

they've considered DBS in their risk assessment process, if they have up-to-date DBS for staff, if staff know who their safeguarding officer is and how they report suspected issues.

Everyone assumes that safeguarding means protection against dodgy customers but issues can also include staff. Therefore, training needs to be pitched to individual

staff levels, to ensure everyone is aware of what signs to look for and the steps in place to report anything problematic.

Some of the bigger operators are leading the way, making the Safeguarding module mandatory as one of their Quest modules.

**Caroline Constantine,**  
*Company director, Right Directions*

## ASA's rebrand as 'Swim England' has the opportunity to reach a wider audience

I welcome the rebrand of the Amateur Swimming Association, and the name change that is a stronger, dynamic brand name to professionally represent the country.

I hope that alongside the new look and feel comes a fresh, new approach that truly supports all involved in modernising the sport, particularly at the grassroots level, where there is a desperate need to address the non-swimmer population.

I look forward to seeing how the Swim England strategy will bring actions that

engage swimming schools, clubs, teachers, coaches and operators with a common goal.

At Swimming Nature, we always bring an ambitious and innovative way of approaching swimming tuition and I do hope our experience and understanding of the marketplace can add value to the Swim England strategy.

I hope Swim England will be forward thinking with new ideas, change and an ability to build relationships with those delivering the services.

**Eduardo Ferré,**  
*Founder and MD, Swimming Nature*



STEFAN DOLAN/SHUTTERSTOCK.COM

**The Swim England brand has potential to bring real change to the sport**

"This is Tottenham's time.  
The pressure is on, but  
it's very exciting"

**Donna Cullen, executive director,  
Tottenham Hotspur**

It's an exciting time to be a fan of Tottenham Hotspur. The club is in the process of cementing its place alongside the elite of the Premier League, with Mauricio Pochettino's energetic side beginning to consistently challenge for the championship.

To reinforce that position, the club's hierarchy decided to build an ambitious new stadium that would challenge the other big guns like Manchester United and Arsenal when it came to gate receipts and ancillary revenue.

The Populous-designed stadium will be completed ahead of the 2018/19 Premier League campaign, and will become the largest football club stadium in London with a capacity of over 61,000.

Donna Cullen, the club's executive director, says the new stadium will be a "game changer" that will put Tottenham Hotspur "on a different financial footing".

The club's current White Hart Lane ground holds just over 36,000 fans, and while it is widely recognised as one of the most atmospheric stadiums in English football, its amenities are somewhat antiquated compared to Arsenal's Emirates Stadium and Manchester City's Etihad Stadium. Its capacity is also a lot smaller than Manchester United's Old Trafford and Liverpool's Anfield ground.

However, antiquated and small are two adjectives that can't be used when describing the soon-to-be-built venue, which will include a much-publicised tunnel bar and loge boxes inspired by US American football stadiums.

### **Ambitious plans**

"This has been so long in the planning stages," says Cullen. "The stadium has taken over our



▲ Tottenham Hotspur's executive director says the new stadium will be 'a game changer', effectively putting the club 'on a different financial footing'



ANDREW MILLIGAN / PRESS ASSOCIATION

lives, down to the nooks and crannies and details." She adds: "We've scoured the world looking at the best venues. The stadium will be one of the best sport and entertainment venues in London, if not the world."

The Tunnel Club will be the first of its kind in British football, offering fans the chance to see players through one-way glass as they make their way through the tunnel to the pitch for each match. Loges – which will also be a first for the UK – offer corporate fans private dining and networking spaces during the match as part of Tottenham Hotspur's new hospitality packages.

### **American innovation**

Both the Tunnel Club and the loges were inspired by National Football League (NFL) stadiums, many of which have both facilities.

White Hart Lane is one of the most atmospheric, yet antiquated, stadiums in the Premier League



The club has entered an agreement with the NFL for at least two NFL matches to be played at the stadium every season for 10 years, and the facility has been designed with this in mind. An artificial NFL pitch has been constructed six feet below the natural turf surface, which can be stored under the stand when not in use. Extra-large changing rooms have also been fitted for the huge entourages brought by NFL franchises.

Cullen – who has been on the club's board since 2006 – reveals that hosting NFL matches will bring an extra £120m-£130m to the local community on top of the extra £300m that will be generated by playing Premier League football matches in a larger stadium.

She even mentions the idea of hosting a double header – with a Premier League football match on the Saturday and an NFL

game on a Sunday – which could keep fans spending money in the area over a whole weekend, but concedes that this would be an extremely challenging undertaking.

The venue will also be able to host concerts with a 50,000-60,000 capacity including seating and standing on the pitch.

### The heart of the community

Aside from the new opportunities the stadium will bring to the club, helping in its ambition to win major titles, Cullen is determined to make sure the structure benefits the community as a whole.

The first stage of development included the construction of a new Sainsbury's store. The club insisted that the large supermarket chain employed the majority of its staff from the local area. As a result of the stadium

being built, a number of other developments are popping up in the surrounding area, and Cullen hails this "ripple effect" as one that will benefit the entire community.

"Additional masterplanning and development schemes are now coming forward, including homes, mixed tenure homes, restaurants and leisure facilities," she says. "It will be very much the sport and leisure hub of the Tottenham area, and all of the stations are having transport upgrades."

Cullen adds: "This really is a stadium for everyone. The Tottenham Hotspur Foundation will run schemes so the stadium has life around it 365 days a year. There'll be markets, pop-up stalls and festivals – embracing what Tottenham is all about."

"This really is Tottenham's time," she beams. "The pressure is on us, but it's very exciting."

Lord's is the first British cricket venue torun on 100 per cent renewable electricity



“It’s a lot easier to be sustainable when there aren’t 30,000 people around”

**Russell Seymour, MCC sustainability manager**

**W**hen governments and professional sports clubs decide to make a large investment to build a shiny brand spanking new stadium, increasingly the subject of sustainability and eco-friendliness will crop up at the planning stage. But what happens when you have a venue that is 200 years old?

Well, the age of the facilities is no obstacle to sustainability, as Marylebone Cricket Club (MCC) – the owner of legendary cricket ground Lord’s – has proven. The famous old ground in north-west London has in fact become the first British cricket venue to run on 100 per cent renewable electricity.

Add to this the fact that its new Populous-designed Warner Stand includes photovoltaic roof panels for electricity generation and a water collection and recycling system, and you can see that MCC boasts some impressive sustainability credentials.

#### Industry pioneer

MCC also boasts one of the only dedicated sustainability managers in British sport. While a number of other UK sports clubs and national governing bodies have facility-focused executives who look after sustainability, Russell Seymour was the first person with his title in British sport when he was bestowed it in 2009. He is also the chair of the British Association of Sustainable Sport, which promotes best practice.

Seymour tells *Sports Management* that MCC has been “pushing the agenda forward ever since” he was appointed. “We set some sustainability targets and in 2013 we formed a sustainability policy that was designed to reduce energy use and carbon emissions, and it just developed from that,” says Seymour.

The organisation originally set the target to reduce carbon emissions by 20 per cent by 2020, but that target was smashed. Electricity use has also declined by seven per cent and gas use by 25 per cent since 2010.



▲ Russell Seymour was one of sport’s first dedicated sustainability managers



# "The UK should be proud of its stadium sustainability"

Seymour – who has an academic background in the environment and ecology – explains that the Warner Stand will add weight to Lord's already impressive track record with sustainability, adding that he wants the other parts of the ground to "at least emulate" the Warner Stand and keep on improving.

He says: "We're just being more efficient generally. We do lots of things when we have refurbishments but we're looking to be more proactive, for example: by replacing all light bulbs with energy efficient units."

However, for a popular venue that regularly welcomes thousands of people, staying sustainable remains a gargantuan task, particularly during major England Test matches when the ground's capacity of 28,000 is stretched to the limit.

"We recycle as much as we can in the office – there are no rubbish bins at desks. A huge amount of the operation happens on a non-match day," explains Seymour.

"However, on a match day you have to deliver and it's certainly not as easy to. It's a lot easier to do it when there aren't

30,000 people around. You really need cooperation on something like recycling."

But it is a balancing act, Seymour explains. "People come to sporting events for enjoyment – they want a release from everyday life. They don't want someone preaching at them and telling them which bin to put their rubbish in. But we also need to make sure we manage it in the most sustainable way we can – it's cheaper to recycle than throw away general waste."

## A supportive board

The England and Wales Cricket Board (ECB) has been really supportive of the MCC's concerted effort to be sustainable, says Seymour. The governing body used its latest strategy, *Cricket Unleashed*, to stress the importance of being eco-friendly, particularly in light of the damage caused to grassroots cricket pitches, some of which have been flooded or severely waterlogged due to changes in weather caused by climate change.

While the ECB has made no hard and fast targets for sustainability, Seymour

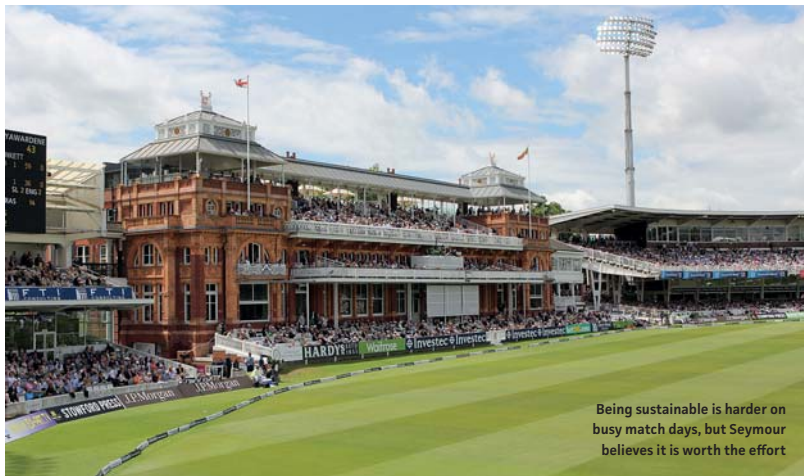
believes the fact that it was referenced in the strategy is the "clearest statement that any governing body has made around environmental sustainability".

"It will take time to embed, and a couple of years for other first-class counties to really get into it, although that's not to say that they aren't doing stuff already."

While Lord's sets the tone in terms of British cricket venues, Seymour says that the nation should be proud of its stadium sustainability achievements when looking at national stadiums such as Wembley, Twickenham and the Principality Stadium in Cardiff, Wales – all of which are 100 per cent renewable.

Seymour also expresses his admiration for a number of the newer stadiums across the pond, as well as work in France and Australia.

"There are some amazing venues in the world," he explains. "There's the Levi's Stadium in San Francisco and then there's the Sacramento Kings' Golden 1 Center, which was the first sports venue to receive a LEED Platinum rating."



Being sustainable is harder on busy match days, but Seymour believes it is worth the effort

"The penny dropped when I realised that the chair of FC Barcelona was more excited to meet me than I was him"

**Richard Tims, chair of Sheffield FC**

**“W**e want to build an iconic stadium with an international visitor centre,” says

Richard Tims, chair of Sheffield FC. “800,000 tourists travel to the UK to watch football every year. Surely, every one of those would want to visit the real home of football?”

Tims’ comments – as a chair of a non-league club which operates in the eighth tier of English football – might at first seem outlandish. But Sheffield FC is no ordinary amateur club. It is the world’s first and oldest football club, a status that has offered it a unique opportunity to create a brand, which is exactly what Tims has set out to do.

### A place in history

Sheffield Football Club was founded in 1857, at a time when football was in its infancy and mostly played by students. “We don’t claim to have invented football,” Tims says. “Balls have been kicked around all over the world for the past 2,000 years.

“But we did influence and shape what the world now recognises as football. When the club was founded, most of the football was played by students at places such as Eton and Cambridge University. They’re seen as the forefathers of the game, but

Sheffield FC was the very first independent football club. We weren’t affiliated to any school, university or company, so it was the world’s first ‘proper’ football club.”

### First steps

Tims first got involved with Sheffield FC in 1999, when he was invited to watch a home game at the Don Valley Stadium where the club was based at the time. “The club was playing in front of one man and a dog,” he says.

“I thought it was a shame that the world’s oldest football club was struggling in such a way – playing in a rented stadium and looking like it was going absolutely nowhere. So, as a local business person, I thought I’d get involved and try to help out.”

Tims, a printing company owner, took over the club and with his help it secured its own ground for the first time in 140 years. It moved into the 2,809-capacity The Coach and Horses Stadium in Dronfield, Derbyshire in 2001 and has played there ever since.

His long-term plan has always, however, been to return the club to Sheffield and the city’s Olive Grove playing grounds, where the club was founded in October 1857. To achieve his goal, Tims has set out to utilise Sheffield FC’s history and status in order to garner interest and funding.



▲ Tims has big plans for the club

The ambitious strategy was partly borne out of a meeting with a club administrator from the very top of the sport.

“The potential suddenly dawned on me when I met Juan La Porta, then president of FC Barcelona, a few years ago,” Tims says. “When I realised that he was more excited to meet me – the chair of the world’s oldest football club – than I was to meet him, the penny dropped.”

Tims says that the meeting gave him the idea to begin marketing the club globally. And it worked. “Today we sell more Sheffield FC-branded products in Italy than we do in Sheffield,” he adds. “For people of Sheffield, we’re just a non-league club – but the ‘world’s first football club’ is something every football fan in the world is interested in, no matter where they are and who they support.

### Homeward bound

Tims is now busy planning the move back to Sheffield and Olive Grove. The £8m plans include a 5,000-capacity National League-standard stadium, visitor centre and museum.

The project will be funded partly by turning the current stadium site in Dronfield into a housing development – a project that the local council is currently assessing.

In October, Tims also announced the club would seek UNESCO World Heritage status for Olive Grove in recognition of its role in football’s history – recognition that would bring much needed publicity for the project.

Tims is confident that the club is now well placed to make the move to its own ground a reality, stressing that his ultimate goal for the club is “sustainability and survival”. ●



▲ Founded in 1857, Sheffield FC was the world’s first independent football club



IMMEDIATE ACTION REQUIRED  
**MILLIE'S LAW**

# PAEDIATRIC FIRST AID

## Are you compliant with Millie's Law?

As of September, all newly qualified early years staff with a level 2 or 3 childcare qualification need to hold a paediatric first aid certificate, or an emergency paediatric first aid certificate.

Let us help you achieve Millie's Mark with our regulated Paediatric First Aid Courses

### Emergency Paediatric First Aid:

- + IQL UK level 3 course
- + Covers emergency skills related to children covering a range of specific injuries and illness.

### Paediatric First Aid:

- + IQL UK level 3 course
- + Covers a wide range of CPR and First Aid skills relating to children (including the Emergency Paediatric First Aid syllabus)

Both courses help meet the requirements for the Early Years and Child Care Register.

Search for your nearest course and book at  
[rlss.org.uk/courses](https://rlss.org.uk/courses) Find out more on  
0300 3230 096 or [info@iql.org.uk](mailto:info@iql.org.uk)



LIFE SAVING  
**FIRST AID**  
From the Royal Life Saving Society

**IQL UK**

## FACILITIES

### Pulse eyes more Parklife artificial pitch centres

Pulse, the company tasked with operating the Football Association's (FA) first two Parklife facilities, has lifted the lid on progress, and claimed that it's keen to take on more sites being developed.

Although best known for its work in the fitness industry, Pulse was awarded the contract to operate the FA's first two artificial pitch centres in Sheffield.

Overseeing the project is the company's director of soccer Warren Ormerod, who told *Sports Management* that within their first three months the centres had attracted "16,000 registrations". He added that he wanted to bid for more sites, and that Pulse has the



▲ Warren Ormerod, Pulse's director of soccer, said the company could operate 100 centres

capacity to operate more than 100 sites if necessary.

FA Parklife hubs – which are being rolled out across the country to stimulate participation – are the

only artificial pitch centres to request mandatory registration. Ormerod revealed that around 6,000 people play weekly across the two hubs, while 51 per

cent of the 16,000 sign-ups were new to the FA. A third site operated by Pulse will open in Sheffield in August.

Read more:  
<http://lei.sr?a=m7U1b>

### LTA expands children's participation programme

A grassroots tennis initiative that offers young children a free six-week course and a tennis racket has been expanded to accommodate 20,000 youngsters.

The Lawn Tennis Association's (LTA) Tennis for Kids programme was enjoyed by 13,000 children aged 5-8 in 2016. A further 7,000 will be able to take part due to high demand for the scheme, which was launched to capitalise on Great Britain's Davis Cup win in 2015.

That victory was the start of a golden 12 months for British tennis. Andy Murray

won Wimbledon, gold at the 2016 Olympic Games and was subsequently named World No. 1. His brother Jamie reached the pinnacle of the doubles game as World No. 1, while fellow Scot Gordon Reid won the Paralympic gold medal last autumn.

Britain's women's No. 1 Johanna Konta, who reached her first Grand Slam semi-final at the 2016 Australian Open, has backed the programme and said it was "great for getting children involved in tennis and generally active."

Last year, LTA director of participation Alastair Marks



▲ Konta said the scheme was 'great' for children's activity

told *Sports Management* that the scheme was part of a "participation first" philosophy devised by CEO Michael

Downey, who is due to leave the body after Wimbledon 2017.

Read more:  
<http://lei.sr?a=u7t1C>





▲ ECB chair Colin Graves said good governance was 'essential for the future of cricket'

## Governance review launched by the ECB

The England and Wales Cricket Board (ECB) has fired the starting gun on a review into its governance structure.

Ian Lovett, deputy chair of the ECB, will conduct the review, which will look at board structures and composition, processes, elections and committee selections.

"This will be evidence and analysis led, collaborative with the game and transparent, with key stakeholders within the process," said a statement made by the body.

Governance reform is a hot topic within the sport sector following the publication of the government's *Code for Sports Governance* last year.

The document sets out a number of requirements, with an emphasis on board

**"The review will be evidence and analysis led, collaborative and transparent with key stakeholders in the process"**

composition. Out of the ECB's 13-strong board, only two representatives are women – Lucy Pearson and Jane Stichbury. Lord Patel of Bradford OBE is the only BAME individual on the board.

Governing bodies with less than a 30 per cent gender balance will be in danger of losing Sport England and UK Sport funding.

Read more: <http://lei.sr?a=n4l6H>

### NEWS IN BRIEF



▲ Fitzboydon will join in late June

### Ex-London Sport CEO appointed by Parkwood

Peter Fitzboydon has stepped down from his chief executive position at London Sport to become the managing director of Parkwood Leisure.

Fitzboydon will officially join the Worcester-based leisure management operator in June 2017. He will be responsible for maintaining and developing client relationships and developing new business.

Read more: <http://lei.sr?a=c8D9q>

### Sport Wales chair sacked by Welsh government

Paul Thomas, who was appointed chair of Sport Wales last April, has been sacked by the Welsh government less than a year after taking the role.

Vice chair Adele Baumgardt has also been told by minister for social care and public health Rebecca Evans that her services are no longer required, and that the sports quango needs "fresh leadership".

The positions of Thomas and Baumgardt have been under the microscope for some time. The pair were suspended, alongside the rest of the Sport Wales board, in November. Read more: <http://lei.sr?a=Q9i2j>

### Goalball UK appoints chief executive ahead of Tokyo 2020 cycle

Goalball UK, the Paralympic sport specifically designed for the blind and visually impaired, has appointed Mark Winder as its new chief executive.

Winder – the former CEO of the Bradford



▲ Winder takes over from Mike Reilly

Bulls Foundation – takes over from Mike Reilly. According to the body, participation in the sport has grown 425 per cent since London 2012.

Read more: <http://lei.sr?a=d7B8t>



▲ Davies said he wanted the surrounding ski slope to become a centre of excellence for the region

## Huddersfield sport project gathers pace

**Gareth Davies, MD of John Smith's Stadium operator KSDL, talks to Matthew Campelli about the ambitious HD One proposal planned for the venue's exterior**

**K**SDDL, the firm that operates Huddersfield's John Smith's Stadium, has lifted the lid on its ambitious £65m (US\$81m, €76m) leisure project planned for the surrounding area.

A "state-of-the-art" outdoor ski slope, constructed by West Yorkshire firm Briton Engineering, will make up a significant part of the 250,000sq ft (23,225sq m) of leisure space being mapped out. A bowling alley, indoor trampoline centre, retail outlets, restaurants, a kids' adventure facility and a 150-room hotel are also included in the proposal for HD One.

Gareth Davies, managing director of KSDL, told *Sports Management* that the ski slope would be recognised as the "iconic" part of the development. The slope will be built into the "natural wooded hillside" and will be open 365 days per year. Briton Engineering's Snowflex technology will be used to make the terrain softer and more challenging than comparable slopes, said Davies.

The firm is responsible for the largest outdoor ski slope in Ankara, Turkey.

Davies revealed that while the slope was designed for community use and will be affordable for regular families, his company has been "working tirelessly"

---

**"We're in a really good location for leisure. Bang in the middle of a triangle including Manchester, Leeds and Sheffield"**

---

to earn the official endorsement of the British Ski and Snowboard Federation.

"It is the best opportunity of becoming an approved centre of excellence of some kind in the north," he said. "My objective is to build a facility the British Ski and Snowboard Federations endorses, as well as targeting the massive community market."

KSDL is also in the process of acquiring a new car parking site as it attempts

to double its provision. After securing planning consent, a financial package and an equity partner, Davies explained that construction is expected to commence early next year. The project will have a two-year build programme.

The company has also secured around 70 per cent of tenants for the leisure outlets on pre-let agreements.

The proposed leisure facilities will add to KSDL's existing estate. As well as the 24,500-capacity stadium – which is home to Huddersfield Town FC and Huddersfield Giants rugby league club – the firm is the landlord

for a 2,500-member gym and a nine-screen Odeon cinema. Current annual footfall is 1.5m. Davies "conservatively" expects that to rise to 3.5m following the construction of the development.

"We're in a really good location for leisure," he said. "We are bang in the middle of a triangle including Manchester, Leeds and Sheffield."

Read more: <http://lei.sr?a=5D9G8>



**Our bespoke sports structures use natural light and ventilation to create incredible spaces to play in year round.**

We offer a full turnkey service covering every aspect, including playing surfaces, optional changing facilities, viewing galleries and finance options. With extensive experience of creating both single-use and multi-sports structures, we've got your next sports facility - covered.

**Call 01380 830 697**

[www.coprisystems.com](http://www.coprisystems.com)  
[sales@coprisystems.com](mailto:sales@coprisystems.com)



**MORE  
SPACE  
TO PLAY**

**The UK's premier  
artificial grass manufacturer**



Hamilton Academical FC



Oakham School



Worcester Lawn Tennis Club

**For professionals, community and education,**  
we manufacture high quality artificial turf for sport and leisure applications.

**[www.tigerturf.com](http://www.tigerturf.com)**



**t: 01299 253 966 e: [UKinfo@tigerturf.com](mailto:UKinfo@tigerturf.com)**



## ASA rebrands and launches new strategy

To coincide with the publication of its new four-year strategy, the Amateur Swimming Association (ASA) has rebranded as Swim England.

The governing body has also unveiled Jane Nickerson as its permanent chief executive after she spent eight months in the interim CEO position. Nickerson will now be expected to deliver the outcomes outlined in the *Towards a Nation Swimming* blueprint. The strategy has outlined six key targets: to provide strong leadership;

**"It's time now to have a fresh brand with our new strategy and new way of working"**



▲ Nickerson was appointed as permanent CEO after spending time as the interim chief

to substantially increase the number of people able to swim; grow the number and diversity of people regularly swimming; create a "world-leading" talent system; improve the workforce; and strengthen "organisational sustainability".

Covering the 2017-2021 period, the strategy takes into account all of the organisation's disciplines, including indoor

and outdoor swimming, diving, water polo and synchronised swimming.

Nickerson told *Sports Management* that it was "absolutely the right time" for the governing body to undergo the rebrand, adding: "It's time now to have a fresh brand with our new strategy and new way of working."

Read more: <http://lei.sr?a=U0G8z>

## Last tranche of governing body funding revealed by Sport England

Seven national governing bodies will take a share of £27.1m (US\$33.9m, €31.4m) after Sport England revealed its last batch of funding awards.

The Rugby Football League (RFL), Swim England (formerly the ASA) and BaseballSoftballUK were among the organisations to receive investment.

The former has been granted £10.8m (US\$13.5m, €12.5m) over the next four years to support its 95,000 regular players and get more people playing rugby league at school and university level.

It will also be used to create different variants of the sport – such as tag rugby league and wheelchair rugby league – and to get more female, ethnic minority and disabled people into the sport.

Around £10.6m (US\$13.3m, €12.3m) has been given to Swim England to help



▲ Phil Smith said NGBs are in a good position to look after their core market

the body recruit more volunteers, to develop the swimming workforce and to work closer with GPs to use swimming to help people with dementia. Money will be used to allow clubs and operators offer free diving, synchronised swimming and water polo taster sessions to the public.

Part of Swim England's grant – £3.1m (US\$3.9m, €3.2m) – will go towards a programme supporting talented athletes.

Sport England has now committed around £216m (US\$270.1m, €250.3m) to governing bodies over the next four years. The figure is dwarfed by the £493m (US\$616.4m, €571.3m) reserved for governing bodies over the 2013-17 *Whole Sport Plan* cycle, but Sport England director of sport Phil Smith explained that the organisations' responsibilities had been narrowed down to just looking after the people who play the sport already.

"National governing bodies of sport know these people well and are in a good position to deliver the quality experience they are looking for," he said.

Read more: <http://lei.sr?a=t118v>



## Premier League boss to co-chair business group

Premier League chief Richard Scudamore will co-chair a government-devised group geared towards strengthening the business savvy of the UK sport sector.

First revealed by the government when it published its Sporting Future strategy in December 2015, the Sports Business Council will focus on supporting the sector's access to finance and skill development.

Economic development within sport was highlighted as one of the five key pillars in the strategy, and the council will

**"Sport generates billions in spend and employs a million people in the UK"**

JONATHAN BRADY / PRESS ASSOCIATION



▲ Richard Scudamore has been chief executive of the Premier League since 1999

concentrate on exploiting its "expertise in hosting major events" and "developing international brands" like the Premier League to drive exports abroad.

Membership of the council is currently being finalised with the first meeting due to take place in the coming weeks, then quarterly thereafter.

Industry representatives will lead on specific pieces of work relevant to their expertise between meetings.

Tracey Crouch, the minister for sport, will co-chair the group alongside Scudamore.

"Sport makes a major contribution to the economy with major events, sports equipment and media rights generating billions in spend and the sector employing around a million people in the UK," she said. "But there is more we can do to support the sector and spread jobs, prosperity and opportunity."

Read more: <http://lei.sr?a=8V9Z4>

## Irish sport benefits from €20m government investment

Sport Ireland has distributed €10.8m (£9.1m, US\$11.6m) between 58 national governing bodies as part of its latest investment decisions.

The money will be split into core grants, specifically aimed at administration, participation programmes, coach development, hosting events, implementing strategic plans and the employment of professional staff.

Governing body funding is part of a wider €20m (£16.8m, US\$21.4m) investment in sport as a whole.

On top of grassroots funding, €7.2m (£6m, US\$7.7m) is going to be ploughed into elite sport as Ireland prepares for the 2020 Tokyo Olympic Games.

An additional €1.8m (£1.5m, US\$1.9m) will go towards direct athlete investment through the International Carding Scheme, while €600,000 will be invested in 26 NGBs through the Women in Sport programme, which aims to raise the overall physical activity levels among women and to support women's roles within sports organisations.

The investment was unveiled by sports minister Patrick O'Donovan. He said:

MIKE EGBERTON / SHUTTERS TOCK



Elite Irish sport will receive €7.2m in funding

"The work of our governing bodies is invaluable in providing sporting and volunteer opportunities to people of all ages and backgrounds. It is vital that the programmes, events and

initiatives run by the national governing bodies are well supported as we look forward to another exciting year of sport in Ireland."

Read more: <http://lei.sr?a=W705m>



▲ Flexible eSports arenas could be just a few years away from becoming reality

## Populous developing eSports arenas

The sports architecture firm are working on purpose-built arenas for digital sports, but how close are eSports to becoming a mainstream part of the sector?

**T**he popularity of eSports competitions – in which opposing players compete at video games played online, often with thousands of digital spectators – has grown at a huge rate in the last decade. Now sports architects Populous have revealed they are developing physical, purpose-built arenas in which the digital battles of the future can be hosted.

Brian Mirakian, director of the Populous' Activate design agency in the Americas, told *Sports Management* the arrival of eSports arenas "is not a matter of if, but a matter of when."

"We've seen fan behaviour in our venues dramatically change over the last 10 to 20 years," he said. "As technology and social media take off, so do the way fans interact with live sport. With eSports, online viewership is exceeding rapidly with tens of thousands of people following. You can see we're building to a point

where physical venues will be needed to house these competitions.

"We firmly believe every great sport has a cathedral, and eSports arenas are no different. Congregating together to share experiences and

---

"If, five or 10 years ago, if you told me eSports might be an Olympic competition, I'd say you're crazy, but this will be arriving imminently"

---

memories is in our DNA, and eSports fans are every bit as passionate as fans of traditional sports."

Inside the stadiums, Populous imagines that high-density WiFi networks will allow fans to use augmented reality to follow the action and communicate with one another visually. Meanwhile, holographic projections can

project parts of the digital action onto the pitch – with the footage simultaneously broadcast in real-time to other stadiums all over the world, creating truly international events.

Mechanical roofs and moving walls and seats in the grounds will allow for multiple configurations, meaning a venue can host championship events of many tens of thousands of people, or feeder events attended by audiences of just 500-2,000.

Asked if purpose-built stadiums could one day host international eSports tournaments, Mirakian said: "There are no restrictions in where things are going to go. If, five or 10 years ago, if you told me eSports might be an Olympic competition, I'd say you're crazy, but now we know it may very well be a competition for Tokyo 2020, and Populous are heavily involved with those Games. This stuff really will be arriving imminently."

Read more: <http://lei.sr?a=Z4Q9j>

## DCMS kicks off review probing UK Anti-Doping

A review into the effectiveness and governance of UK Anti-Doping (UKAD) has been launched by the government.

The Department of Culture, Media and Sport (DCMS) has called for evidence as it prepares to scrutinise the organisation's efficiency and future-proofing plans.

The process will be overseen by a 'challenge group' chaired by DCMS non-executive director Matthew Campbell-Hill, and is expected to be completed by the end of the year.

UKAD has found itself at the centre of the controversy surrounding British Cycling



▲ Nicole Sapstead is chief executive of UK Anti-Doping, which is currently under review

UKAD is a DCMS-sponsored arm's-length body that manages the government's national anti-doping policy.

In recent months it has found itself at the centre of the controversy surrounding British Cycling and Team Sky relating to the 'mystery package' sent to cyclist Sir Bradley Wiggins during the 2011 Criterium du Dauphine.

Representatives of both organisations have insisted that the package contained the legal supplement Fluimucil.

However, UKAD chief executive Nicole Sapstead said that the body was "not able to confirm or refute" that claim despite 1,000 man hours going into the five-month investigation.

Read more: <http://lei.sr?a=A6P5s>

## Exercise, Move, Dance Partnership rebrands and secures Sport England funding

Exercise, Move, Dance Partnership (EMDP) – the national governing body for group exercise – has rebranded itself as EMD UK.

The rebrand includes an updated vision, which is "a healthier nation through exercise", and a new mission, which is "to increase participation in group exercise by supporting teachers and organisations to deliver excellence". As part of the rebranding, a new website has been launched: [www.emduk.org](http://www.emduk.org).

The rebrand coincides with increased investment from Sport England, which has awarded EMD UK funding of £1.76m (US\$2.3m, €2.1m) for 2017-19, almost double the amount received for the equivalent period of the previous funding cycle. The larger fund will be split into two cycles, with



▲ The governing body has received a bigger funding pot from Sport England

£1.76m (US\$2.3m, €2.1m) allocated between 2017-2019, and the remainder handed out between 2019-2021.

EMD UK represents 60 organisations, including well known brands such as British Military Fitness and Boxercise, and lesser known ones like Buxercise and HulaFit.

EMD UK chief executive Ross Perriam said: "This increase in funding reflects the government's focus on group exercise. There is a real push to get inactive people exercising. The funding will get used to target inactive groups - getting them active - finding out what the barriers are in getting people active. We want to make group exercise as accessible as possible."

He added: "The funding will be used to maintain our core market. As many as 3.8 million people take part in group exercise on a weekly basis. Around 83 per cent are women. The focus is on maintaining that core market – keeping people engaged; focusing on getting people exercising."

Read more: <http://lei.sr?a=T1q0h>

## EVENT BIDDING

### US, Canada and Mexico bid for World Cup

**If successful, the historic bid would represent the first time three countries have been chosen to host the tournament**

**T**he US, Canada and Mexico have declared their intention to submit a historic unified bid to host the 2026 FIFA World Cup.

The proposal, if accepted, would represent the first time that three nations have together hosted a FIFA competition.

The countries, which are all members of the Confederation of North, Central America and Caribbean Association Football (CONCACAF), have hosted 13 FIFA events between them, including the Men's, Women's and Youth World Cups and Confederations Cup – more than any other trio of geographically connected nations.

US Soccer Federation president Sunil Gulati, Canadian Soccer Association president Victor Montagliani and Federación Mexicana de Fútbol president Decio de Maria announced



▲ (From left to right) Victor Montagliani, Sunil Gulati and Decio de Maria

**This is a milestone for CONCACAF.  
We'll submit a bid worthy of  
bringing the FIFA World Cup back  
to North America**

their intentions at a press conference held on 10 April in New York City.

"This is a milestone day for US Soccer and for CONCACAF," said Gulati. "We gave careful consideration to the prospect of bidding for the 2026 FIFA World Cup, and ultimately feel strongly this is the right thing for our region and for our sport. Along with our partners from the Canadian Soccer Association and the Federación Mexicana de Fútbol, we are confident that we will submit an exemplary bid worthy of bringing the FIFA World Cup back to North America."

◀ FIFA, headed up by Gianni Infantino, will make a decision in 2020

Mexico was the first nation to host the FIFA World Cup twice, having first held the event in 1970 and then again in 1986, when Diego Maradona's Argentina stormed to victory. De Maria said hosting the tournament a third time would be "a unique opportunity."

The 2026 FIFA World Cup will be the first with the expanded 48-team format and will comprise a total of 80 games. The bid proposes that 60 games be held in the US, including the final, and 10 games each will take place in Canada and Mexico.

The US hosted the tournament in 1994, which was the most successful in its history for overall attendance.

FIFA will vote on the host of the 2026 tournament in three years time, significantly later than originally scheduled due to the furore that still exists following the awarding of the 2018 and 2022 World Cups to Russia and Qatar – bids that have been mired in corruption allegations.

Read more: <http://lei.sr?a=P580C>





# MAJOR EVENTS SUMMIT & AWARDS DINNER

12 - 13 July 2017 | Plexal, London

plexal



Overlay

Technology

Fan Engagement

Safety & Security

Over two days the Major Events Summit brings together experts from current and future organising committees & sport bodies, venue & key commercial suppliers involved in major sports events.

From the 12th - 13th July commercial companies from all sectors will have the opportunity to take part in highly interactive panel & roundtable discussions relevant to their sectors.

To register your interest or for more information on attending or sponsoring please email [summit@majoreventsint.com](mailto:summit@majoreventsint.com) or call +44 (0)207 709 2350.

#MEISummit

[www.majoreventssummit.com](http://www.majoreventssummit.com)

## CHARLES LAWRENCE SURFACES

FOOTBALL PITCHES



MULTI USE  
GAMES AREAS



ATHLETICS TRACKS



HOCKEY PITCHES



TENNIS



INDOOR



Our expertise covers the design, installation and maintenance of synthetic sports pitches, athletics tracks, tennis courts, sports halls and multi-sports areas.

Brunel House, Jessop Way, Newark, Nottinghamshire NG24 2ER, England  
Tel: +44 (0)1636 615866 Fax: +44 (0)1636 615867  
Email: [sales@charleslawrencesurfaces.co.uk](mailto:sales@charleslawrencesurfaces.co.uk)  
[www.charleslawrencesurfaces.co.uk](http://www.charleslawrencesurfaces.co.uk)

A DIVISION OF THE  
**MALCOLM**  
GROUP



## SWIMMING

# STA partners with Chinese government

An increase in demand for children's swimming lessons in China has opened the door for the Swimming Teachers' Association (STA) to help the government with training and standards.

The organisation has signed a partnership agreement with the newly-formed China International Swimming Teachers' Association (CISTA), which has been set up by the Chinese government to educate local swimming teachers and lifeguards.

Demand for swimming lessons has surged since the Chinese government



▲ Demand for swimming lessons has increased following a baby boom in China

scrapped its one-child policy in 2015, resulting in a baby boom.

As a result, new facilities and swim schools are being built across the country, accelerating the need for qualified instructors.

The partnership will see CISTA offering the "full spectrum" of STA qualifications, including Swimming Teaching, Disabilities, Lifeguarding, Pool Plant, First Aid and CPDs.

Dave Candler, STA chief executive, said the opportunity for swimming in China – with a population of 1.3bn people – was "immense".

"It's great to be able to partner CISTA at the beginning of its historical journey," he added. "We look forward to supporting their mission of raising teaching standards and providing families the opportunity to learn."

Read more: <http://lei.sr?a=y8n0g>

**"It's great to be able to partner CISTA at the beginning of its journey"**

# Oakland Raiders' Las Vegas relocation approved by NFL

US National Football League (NFL) franchise the Oakland Raiders is to relocate to Las Vegas, after other NFL owners voted to approve the controversial move to Nevada.

The Raiders received 31 of 32 votes approving the move, far above the minimum requirement of 24.

It is now in a position to proceed with its ambitions to build a 65,000 capacity stadium on the Las Vegas Strip. Team owner Mark Davis described the planned venue, designed by sports architects Manica, as "a world-class



▲ A huge glass roof will cover the new Raiders stadium

stadium in the entertainment capital of the world."

The vote marks the third time in two years that an

NFL side has been permitted by the league to move to a completely different city in order to build a bigger and

more modern home venue for fixtures. Both the Rams and the Chargers have been allowed to relocate to Los Angeles from St. Louis and San Diego respectively. Manica's original design for the Raiders was also based on a proposed LA location, but those plans have now been tweaked for the approved Vegas site.

Acknowledging the pain of Raiders' supporters living in Oakland, Davis said: "I understand they will be angry and disappointed."

Read more: <http://lei.sr?a=9m3T9>

## FACILITIES

# Bundesliga club identifies new stadium site

German top flight football team Hertha Berlin has unveiled plans to develop a new 55,000-capacity stadium in the shadow of its current Olympiastadion home.

After spending time reviewing 50 sites for the mooted venue, the club has identified a spot of land in the Olympiapark close to the 80,000-seat stadium where it currently hosts home matches.

Werner Gegenbauer, the president of Hertha Berlin, said the stadium would be "privately financed" and should be ready in time for the 2025/26 season

**"We do not want the drawbacks of an ageing stadium that is too big"**



▲ The stadium is planned to be built in close proximity to the Olympiastadion

– when the rental agreement for the Olympiastadion concludes.

Frankfurt-based architects Albert Speer + Partner (AS+P) are working on the project.

Hertha Berlin is one of the few clubs in the German Bundesliga not to own its own venue.

It currently utilises 64 per cent of the Olympiastadion's capacity for match days, compared to a

Bundesliga average of 92 per cent. Gegenbauer said the venue was becoming "unsustainable".

"As a team and a medium-sized company, we do not want to carry the drawbacks of an ageing stadium that is too big," he added.

Hertha Berlin has played at the Olympiastadion since 1963. The venue was built for the 1936 Olympic Games. Read more: <http://lei.sr?a=w6X4w>

# Rugby World Cup 2023 bidder France reveals host stadiums

The steering committee behind France's bid to stage the 2023 Rugby World Cup has revealed the 12 host cities, should the campaign be successful.

Recently-built stadiums such as Lyon's Parc OL (59,000-capacity) and Bordeaux's Matmut Atlantique (42,000-capacity) – designed by Populous and Herzog & de Meuron respectively – are part of the line-up.

Both Paris stadiums – the 80,000-seat Stade de France and the Parc de Princes – will host matches, with the



▲ Bordeaux's Matmut Atlantique stadium could host matches

former likely to stage the final. The north of the nation will be represented by Lens' Bollaert-Delelis Stadium, Lille's

Stadium Pierre-Mauroy and the Stadium of the Beaujoire in Nantes. Southern stadiums such as Marseille's Orange

Velodrome, Montpellier's Stadium of the Mosson, Nice's Allianz Riviera, Saint Etienne's Stadium Geoffroy-Guichard and the Stadium of Toulouse make up the list.

According to the French Rugby Federation's (FFR) steering committee, the bid will provide a "greater capacity for general spectators" than rival bids as well as "the largest hotel capacity".

Ireland and South Africa have rivalled France as potential tournament hosts.

Read more: <http://lei.sr?a=08S0f>

## SAPCA NEWS

## Operators warned of £1 billion fly-tipping racket

London Playing Fields Foundation (LPFF) has warned the UK's sport and playing field providers about a "£1bn racket" that is causing significant financial damage to providers.

In February, LPFF fell victim to an industrial-scale fly-tipping scam, when a group of intruders broke into one of its sports grounds and covered an entire football pitch with rubbish.

The intruders had entered the grounds and claimed squatters' rights. By the time the group were forced to leave, following a 10-day stay on the site, it had caused damage estimated at more than £100,000.

"Having secured the site, the intruders knew they had several days in which to cover

the site with rubbish before we were able to get rid of them through the courts," says Alex Welsh, LPFF chief executive.

"The rubbish comprises mostly building waste, so it is clear that this is a highly organised and sophisticated criminal operation at work.

"While we do have insurance cover, the amount of fly-tipping means that the compensation pay-out will probably only be a fraction of the actual cost."

Welsh added that the incident has had a devastating effect on local sports provision.

"The extensive damage to the pitch and serious vandalism to the pavilion, where all boilers and pipework were ripped out, means it'll be a long time before



▲ Industrial-scale fly tipping can result in very costly damage

the pitch and ancillary facilities will be fit for use," he said.

"Spare a thought for one of our resident clubs, London Tigers, which has been forced to find an alternative home venue for the foreseeable future."

Criminal gangs who illegally dispose of waste in exchange for payment are part of an estimated £1bn black market operation. Figures show that the illegal waste business cost UK local authorities £50m in 2016.

## SAPCA teams up with Loughborough University for research project

SAPCA has partnered with Loughborough University for a research project that aims to confirm best practice guidelines for a crucial aspect of playing pitch construction.

The study is investigating the

use of portable Lightweight Deflectometers (LWD) as a site approval tool for base and sub-base construction compliance, and aims to establish a suitable benchmark of the acceptable minimum LWD surface stiffness.

A high standard of base design and construction is important for stability and longevity, and for regularity for sports played on the surfaces.

Surface stiffness is a useful measure of the competence of the materials used, and for confirmation of adequate compaction and overall structural stability. The LWD has been used for many years in highway engineering and is firmly embedded in UK and European practice.

However, while LWDs are becoming increasingly popular,

the measurements they produce are known to be influenced by a number of factors – including the operating procedure, how the data is analysed and the specification of the equipment.

The research aims to provide a more robust understanding of the test devices' results.

Once the project has established guidance for best practice and a recommended LWD-measured minimum surface stiffness for bases, the outcomes will be included in the forthcoming SAPCA Code of Practice for the Design and Specification of Sub-bases for Synthetic Sports Areas.



▲ The project aims to improve the standard of base design



# Embracing change

The changing landscape of sport is the perfect backdrop for changes to the Sports and Play Construction Association, explains CEO Chris Trickey

**T**he world of sport is evolving at an increasingly rapid pace. New sports – from parkour to eSports – are raising their profiles and growing their participation numbers, while many traditional sports are reinventing themselves in order to gain new audiences.

Technology now plays a major role in the way traditional sports are played and consumed at all levels, wearable tech allows sophisticated data capture at grassroots sports level, while 360-degree, virtual reality broadcasts are being tested out in a number of sports – including football and rugby.

There's also a geographical power shift in progress. China is flexing its economic muscle as it looks set to become the next sporting superpower. Meanwhile, the recent success of Iceland's football team shows what smaller nations can achieve by focused investment – in Iceland's case, indoor centres and synthetic playing surfaces.

## TIME FOR EVOLUTION

Mirroring the shifting landscapes of sport, SAPCA is evolving too. This year marks SAPCA's 20th anniversary, so there is no better time to refresh, reinvent and improve our offer to the sports construction sector.

In February, we unveiled SAPCA's distinctive new corporate identity. It is just one element of our new marketing and communications plan, which is being implemented throughout 2017.

One of the most important projects within the plan is the creation of a new SAPCA website, currently under development. The new site will play a crucial role in delivering enhanced guidance and advice to those looking to develop sports facilities in the UK.

Another development is our decision to move towards a more skills-based SAPCA board. Last year, UK Sport and Sport England published the new Code for



▲ Ian Silvera from Sport England speaks at the SAPCA Conference, with its new branding

Sports Governance – a mandatory code that sets out the levels of transparency, accountability and financial integrity required from UK sports organisations. Among the code's recommendations was that 25 per cent of each organisation's board should be occupied by independent, non-executive directors.

## HIGH STANDARDS

While SAPCA doesn't receive public funding, and therefore isn't directly under the 'jurisdiction' of the new code, it is only right that we meet the highest standards set for the industry we serve. For the next year, we will reduce the number of elected positions by three, to be replaced by three new positions for individuals to lead in the areas of technical, training and marketing.

Our 20th anniversary provides an opportunity to reposition and reinvent our image. To this end, we are strengthening

our Quality System, ensuring that only specialist companies that consistently deliver high standards are able to join SAPCA. We are doing this by introducing new protocols, updating codes of practices and investing in much-needed research.

Entering our 21st year in a rapidly changing sporting landscape, our focus is to make clear the benefits of choosing SAPCA members for sports projects. Our aim is to reassure sports clubs, schools, universities, local authorities and all other clients that by working

with SAPCA members, their hard-earned funds have been invested wisely. ●



▲ Chris Trickey

*Chris Trickey is the CEO of SAPCA, the trade association representing businesses committed to raising the quality standards of all sports, physical activity, recreation and play facilities in the UK.*  
[www.sapca.org.uk](http://www.sapca.org.uk)



## Sports Labs are the leading international experts in sports surface testing and development.

Sports Labs Consult is an independent sports surface consulting service specialising in synthetic turf pitches and athletics facilities. It's an award-winning organisation at the forefront of shaping and developing technology and industry standards. Its team can efficiently deliver quality design and project management to any size of facility.

Sports Labs Consult holds extensive experience working with Local Authorities, Schools, Universities, clubs, and private organisations. Its consultants

strictly ensure every job meets the standards of governing sports bodies.

Sports Labs Consult engages its qualified team to deploy a vast depth of expertise capable of delivering all projects on time and on budget.

### CONTACT US

Tel: 01506 444 755

Email: [lisamarie@sportslabs.co.uk](mailto:lisamarie@sportslabs.co.uk)

Web: [www.sportslabs.co.uk](http://www.sportslabs.co.uk)

Twitter: [www.twitter.com/SPORTSLABSLTD](https://twitter.com/SPORTSLABSLTD)

Facebook: [facebook.com/pages/sports-labs-Ltd](https://facebook.com/pages/sports-labs-Ltd)

Sports Labs Ltd, 1 Adam Square, Brucefield  
Industry Park, Livingston, EH54 9DE, Scotland

[www.replaymaintenance.co.uk](http://www.replaymaintenance.co.uk)

01636 640506 | [info@replaymaintenance.co.uk](mailto:info@replaymaintenance.co.uk)

**SURVEY  
PLAN  
IMPLEMENT  
REPORT**

*Synthetic sports surface  
and athletic track maintenance  
that really hits the mark!*



**REPLAY.**

REVOLUTIONISING MAINTENANCE



# Spending the Sugar Levy

Funds from the Sugar Levy won't solve our children's obesity problems if we fail to use the money effectively, warns Andy Reed

When the government first announced its Sugar Levy proposal, I gave it the thumbs up, but wondered if it would survive the legislative path through Parliament unscathed. There was certainly no lack of 'noise' surrounding the issue at the time but generally the policy has remained intact and the promised money (£415m) will soon be arriving to be spent on school sport and physical education.

Anything that gets the sugar lobby screaming is good enough for me. However, the main problem has been the fractured nature of the debate around the health and wellbeing of our children. We know complex issues cannot be dealt with through single policy solutions, yet still across our sector it's often suggested that the solution is yet another programme. We're constantly locked into debates about what outcomes will be delivered through sport, physical education and physical activity.

## AN INEFFECTIVE APPROACH

The Sugar Levy will enable the doubling of the PE and Sport Premium, so those of us who campaigned against the £160m cut to School Sports Partnerships back in 2010 should be excited. But I can't summon this excitement because I have been underwhelmed by the approach taken to spending what is a significant investment into schools and the health of our children.

Put simply, I don't think that distributing monies at £9,500 per school will lead to the most effective use of the investment. I've seen many examples of good practice during the CSP (County Sports Partnership) Appraisal – usually where schools work in partnership to invest in the long term sustainability of PE within the school. It's not a case of individual schools not using the money sensibly – but the system of

distribution through individual schools simply won't achieve the results we need.

I believe the solution is giving much clearer guidance on outcome and targets, and enabling greater cooperation across the partnerships at local level. Not the rebirth of the old School Sport Partnership system, of course, but something that builds on the best of the old with some fresh new thinking.

## SWEET SORROW

I genuinely fear we'll look back on this time in a decade and wonder how on earth we managed to waste such an opportunity. An injection of £320m into school sport and PE should really be a time for celebration.

In addition to the increased Sugar Levy funding, we now have funds from Sport England that are targeted at younger children – £191m going to children and families, including the £40m Families Fund.

I don't disagree with any of these individual strands of policy and believe that, overall, funding will help in places. But until



Andy Reed

we adopt a genuine whole systems approach to looking after the health and wellbeing of our young people, then most of what we do will be a sticking plaster over the problems which cause them in the first place. ●

*Andy Reed is a former MP for Loughborough and the founder of Sports Think Tank. [sportsthinktank.com](http://sportsthinktank.com)*



▲ We're about to waste the opportunity of a lifetime, through lack of focus

# Taking the initiative

**In its mission to provide humanitarian and developmental assistance to children worldwide, Unicef UK is using sport as a key vehicle. Unicef's sports specialist Liz Twyford explains**

## **How does Unicef use sport?**

Unicef's work is all about protecting and promoting children's rights, and when it comes to sport you can categorise the work we do into three different strands – "in", "around" and "through" sport.

By "in" sport, we mean ensuring that when children take part in sport, they do so in a safe and supportive environment. Since 2012 Unicef UK has been heading up a coalition of organisations called The International Safeguarding Children in Sport Working Group. The group has collectively been developing new safeguards for children in sport. We'll soon be in the process of publishing and sharing those with as many sporting organisations globally as possible.

"Around" sport, meanwhile, consists of the work we do to look at how children's rights are – and can be – impacted by sport, particularly during and by mega sporting events. We do a lot of work to understand how major events can affect both children living locally and children who take part as athletes – as well as children affected by the supply chain of sporting events.

The third strand, "through" sport, is all about using sport for international development. One of the major pieces of Unicef's work in this category has been the International Inspiration project, which was one of the key London 2012 Olympics legacy projects. Through International Inspiration we've been able

to reach more than 12 million children across 20 countries, using sports for development. And the work goes on.

## **Could you give a few examples of your work in sport?**

A major area of work is the one we do with our sporting ambassadors. We're very lucky to have the support of the likes of David Beckham, Andy Murray, Sir Chris Hoy and Dame Tanni Grey-Thompson – to name a few. Sport speaks to people, and our ambassadors help us carry out our message – about children and children's rights – to a wider audience.



▲ Twyford says sport offers children a safe and supportive environment





Unicef UK's ambassadors play a key role in spreading its message. Clockwise: Andy Murray, actor Michael Sheen and Tanni Grey-Thompson



Soccer Aid has raised  
£24m for children since  
it began 10 years ago



David Beckham has been an amazing ambassador for Unicef, helping us raise global awareness of issues affecting children such as malnutrition, violence and AIDS. In 2015 he launched 7: The David Beckham UNICEF Fund to help protect children from danger. Through 7 David is using his powerful global voice, influence and connections to raise vital funds and advocate for change for children across every region of the world and in every aspect of Unicef's work for children.

We also have strong partnerships with sports clubs, like Manchester United, with whom we've had a close relationship for 17 years. The partnerships have afforded lots of opportunities – raising funds is part of that, but also using the powerful brands of the clubs and the popularity of the players to make a difference for children around the world.

I remember once being in Indonesia, in front of a classroom of children, and asking whether they knew where Wales was. There were a lot of blank faces and the guesses included "an island in the Pacific". But when

### Soccer Aid

Soccer Aid is a biennial event that has so far raised more than £24m in aid of Unicef UK, through ticket sales and private donations. The event is a football match between two teams – one representing England and the other the Rest of the World – made up of celebrities and former professional players.

Last year's edition, Soccer Aid 2016, took place at a packed out Old Trafford and raised a record-breaking £6.6m



**Robbie Williams –  
passionate about  
Soccer Aid for Unicef**

for life-saving work for children. The money raised will help Unicef to improve health and nutrition for more than 1.2m women and children in Zimbabwe,

Myanmar and Ethiopia, as well as providing children all over the world with life-saving food, vaccines and clean water, and protecting them from violence, exploitation and abuse.

The Soccer Aid event has been created in partnership between Unicef UK and one of its most famous ambassadors – pop star Robbie Williams. "Last year, we said we wanted to smash our fundraising record for Unicef and we did it," Williams says.

I asked whether anyone knew anyone Welsh – every single child put their hand up and shouted, "Ryan Giggs"! It gives you a sense of the reach and impact that sportspeople can have – and that's what we utilise in our work.

An example of the influence that athletes can have was a billboard campaign

we ran in Sierra Leone, where famous footballers lent their faces to a campaign to encourage people to get tested for HIV. As the campaign kicked off, there was an immediate and significant increase in the number of people testing themselves at facilities across the capital, Freetown.





**re-bounce®**  
a Recticel brand

## Shock pads & underlays for player performance, comfort and safety

re-bounce® products are specially tailored for different sports and always easy to install.

**OUTDOOR** – Our specially designed high density foams guarantee each shock pad will last over the lifespan of several artificial turf carpets. re-bounce® shock pads offer homogeneous sport-functional properties over the whole pitch, efficient heating if there is field heating, cooling in warm climates and perfect drainage.

**INDOOR** – We also offer a portfolio of durable re-bounce® underlays in different densities and thicknesses. Suitable for hardwood and synthetic sports flooring, they can be combined with various top layers, including resin, linoleum, wood, PVC and more.

A perfect match of performance and sustainability!

**OUTDOOR - INDOOR** - Equipment

Recticel Flexible Foams  
info@re-bounce.com - www.re-bounce.com

**aquamat**



Manufacturers of  
Swimming Pool Covers  
& Rollers  
for Local Authorities,  
Health Club and School Pools



[sales@aquamatcovers.co.uk](mailto:sales@aquamatcovers.co.uk)

TEL: 01453 884411

FAX: 01453 884499





### How important is sport to unicef?

In terms of our relationships and partnerships, it's really quite fundamental. Over the past five years, Unicef UK has been directly involved in supporting more than 20 million children by developing supportive and healthy environments through sport. And that's just Unicef UK – so you can get a sense of the scale. Globally, Unicef has a number of partnerships, like the one with FC Barcelona.

You can't overstate the importance of sport's role as a powerful tool. One factor that makes it so powerful is its versatility. It can be used to support children to access education, in disaster preparation and to raise awareness around health and healthy living.

Sport is also used quite often in post conflict aid efforts as part of a fun and social support to help children to just be children again – for example in cases where children have made dangerous journeys to get to safety.

### What makes sport such a good development vehicle?

Because sport is attractive to so many children. If you put children in a place with sports equipment, a large portion of them will want to try the kit and play sport.

It's also a great entry point for doing many different things that help protect

### Unicef Commonwealth Games partnership

Unicef has secured a unique partnership with the Commonwealth Games Federation (CGF), which will see it help CGF integrate human and child rights 'due diligence' into all aspects of future editions of the Commonwealth Games.

As part of the partnership, Unicef will work together with the CGF to ensure children's rights are incorporated into the "plan, bid, delivery and legacy life-cycle" of each Games.

"We are looking to develop a series of bid criteria that take people into account," says Liz Twyford.

"It will be a way to future proof the process and ensure that when potential hosts put their

bids together, they are all already thinking about the impact the Games will have on people.

"It doesn't mean we have any say in who is selected as host, but it does mean that each Games will be very human rights aware."

Twyford says the long-term plan is to get other major events on board too.

"Interestingly, FIFA has said it will look at its bid criteria for 2026 to ensure human rights are referenced," she says. "I do think there's a move being made generally towards the recognition of rights in the sports space – similar to the way the environmental movement developed."

and promote children's rights – and there is so much diversity in sport you can utilise. For example, we put together a programme in Bangladesh – a country where more than 17,000 children drown every year.

We set up a project that works with young people to train them up as community

swimming coaches. And the coaches have gone on to train around 250,000 young children to swim – so that they now have a crucial life skill, should they fall into the water when the annual floods come along. It's an example of the way sport can be used to improve – or even save – lives. ●

# Maple is back!

## Connor sports flooring systems available now!



KUBS Basketball Club

In 2015 International flooring specialist Gerflor announced their acquisition of Connor Sport Court International in a move that expanded the company's global market reach and sports product range.

Founded in 1872, Connor Sports is the leader in hardwood sports flooring and in 1974 Sport Court was formed providing the market with the original modular sport surface used for outdoor athletics. Connor Sport Court International is the US market leader in sports surfacing and has built systems for many elite associations including the NBA and USA Volleyball.

The UK will be introducing four systems from Connor Sports. Available now are the following: NeoShok, Rezill Sleeper and Alliance, with stock levels held in France. The fourth available product is the QuickLock portable system, also held in France is ideal for temporary use in a multitude of sporting events.



Prince William of Gloucester Barracks



CONNOR SPORTS

FUTURE PROOF FLOORING

For Education, Leisure & Multi-Sport Facilities

## HARDWOOD SPORTS FLOORING WITH A DIFFERENCE!

Connor Sports maple wood flooring is durable and built to last half a century or more. It offers exceptional performance and is available now from Gerflor.

*Where champions play.*

Contact us now for your free sample & information pack.

☎ 01926 622600

@ contractuk@gerflor.com

🌐 www.gerflor.co.uk

🐦 @connorsportsuk

**Gerflor**  
the flooring group

# Are we doing enough to safeguard young athletes?

**Recent allegations and revelations of sexual abuse in football have raised serious concerns around the safety of children in all sports.**

**Tom Walker asked the experts for their thoughts on this serious topic**

Last November, English football was shocked when former player Andy Woodward spoke publicly about the sexual abuse he had suffered as a young footballer. Woodward recounted how, during his formative years, he had been preyed on by youth coach and scout Barry Bennell, who had the trust of not only Woodward, but his family and the club he was associated with at the time.

Sadly, Woodward's story was followed by a number of other players coming out with their own stories of exploitation.

Those to have suffered abuse included players who made it to the very top of the game – such as former England strikers David White and Paul Stewart.

The revelations resulted in a renewed focus on how talented young athletes are at a heightened risk of abuse – due to factors such as travelling away from home and having to rely on coaches, trainers and scouts for their safety. The adults who take on these roles at grassroots level can be valuable role models to children, but the admiration and level of authority they hold

can potentially be misused by individuals looking to manipulate young athletes.

The government is in the process of a duty of care review – headed by Dame Tanni Grey-Thompson – that aims to develop a comprehensive plan for how government and the sporting system can more effectively look after people who take part in grassroots sport. While the sector waits for the report to be published, *Sports Management* asked how organisations are currently approaching safeguarding and whether there is more that sport could do.

## Sue Ravenlaw

### Head of equality and safeguarding The Football Association

Reading Andy Woodward's story in *The Guardian* was heartbreaking and we applaud his immense courage in coming forward to speak about the horrific abuse he suffered. Barry Bennell remains permanently suspended from football, in line with our procedures.

The FA takes all matters of safeguarding and child protection seriously. We've worked with the NSPCC for 16 years and we know how important it is for victims of abuse to be guided to where they can receive



have been working to build fun and safe environments in which children and young people can participate. The FA and the football bodies absolutely do not tolerate any form of abuse or bullying in football.

Criminal record checks are required for those in regulated activity with children, in

independent, confidential support from professionals.

In conjunction with the Premier League, English Football League and County FAs, we

line with legislation and FA regulations. More than 35,000 people go through The FA's safeguarding children awareness workshop or tailored training every season, and we require every club or league with affiliated teams who are under 18, to have a named, trained designated safeguarding officer, who has been criminal record checked.

We have a section on our website with important information on how to report any concerns about a child's welfare in football. Reports can be made via designated safeguarding officers, direct to the professionals who work at The FA or via statutory agencies and the NSPCC.



▲ With proper safeguarding measures, sporting events like the Sky Bet League One Kids Cup Final are invaluable for children

**Anne Tiivas**

**Head of the Child Protection in Sport Unit at the NSPCC**

The football abuse scandal that broke last year has prompted the sport industry as a whole to reflect on its approach to safeguarding and child protection.

We know that safeguarding has come a long way since some of these cases of abuse in football, with the Football Association at the forefront. But we can never be complacent, and now is the time to think how we can make safeguarding even better.

The NSPCC has called for the government to close two legal loopholes to protect more children and check on more adults.

Laws that prohibit teachers and care workers from having sex with 16- and 17-year-olds in their care must extend to anyone working regularly with children – including sports coaches.

And the government should enable organisations to run the most stringent



checks with the Disclosure and Barring Service (DBS) on all adults who work regularly with children – not just those working alone with children.

We would welcome support from sporting bodies in echoing our calls on government to close these loopholes and keep young people safer in sport. Within sport, sharing of information on coaches who have been

barred by an NGB has been suggested as a way to stop abusers moving between sports, or indeed other sectors, undetected.

The time is ripe to look at ideas such as this, and consider if they could work in the world of sport, as they already do in sectors such as education and healthcare.

The NSPCC's Child Protection in Sport Unit provides over 200 NGBs with expert guidance and knowledge so that they can develop a safeguarding system and know what to do if there is a child protection issue within their organisation."

**Laws that prohibit teachers and care workers from having sex with 16- and 17-year-olds in their care must extend to anyone working regularly with children – including sports coaches**



## TALKING POINT

**Emma Boggis**

**CEO, Sport and Recreation Alliance**

The sport and recreation sector is committed to safeguarding the welfare of children and adults at risk. Whether a participant, volunteer, spectator or an elite athlete, it is imperative that anyone who engages in sport can do so in a safe, positive environment, free from abuse or harassment.

It's also important that everyone sees it as their responsibility to think about the role they play in safeguarding. No one can make guarantees here. Having a policy or carrying out a check on an individual on their own won't work, but doing these things as part of a wider culture that values the importance of safeguarding will help.

Huge progress has been made across the sector in recent years. We know that the introduction of the Child in Sport Protection Unit in 2001, which is part of the NSPCC, has helped many sport and recreation organisations who receive public funding put in place robust policies and procedures for their activity through collaborative working. But the work does not and cannot stop here.

Including safeguarding in *A Code for Sports Governance* from UK Sport and Sport England, makes clear that effective safeguarding is part of running an effective organisation.

Safeguarding should be viewed as a key organisational priority – with everyone from grassroots volunteers to Board members



taking it seriously. It should be viewed as a major ethical and risk issue, and must be given all of the time, resource and support that it requires to be

embedded at every level of the organisation.

Of course, increased awareness and education might mean that more cases are reported, as people gain confidence that reports of poor practice or abuse will be

treated properly. We should welcome this, but we also need to recognise the resources that are needed to investigate cases properly and the impact this has on those involved.

We welcome the approach the Government is taking, engaging with the sector and being clear that it wants to help to support. It's good to recognise that it too has a role to play and there are things it can do to improve the various processes and procedures that are in place. No one is complacent here. We have all got work to do, and by working together we can improve things further.



▲ Safeguarding must be seen as a key organisational priority from the grassroots up

**David Meli**

**CEO, England Handball**

The protection of young and vulnerable people in handball is something that England Handball takes extremely seriously.

All people involved in handball must be able to do so in a safe and positive environment and be able to enjoy our sport in whatever capacity they are involved.

England Handball recently achieved the Child Protection in Sport Unit's (CPSU) Advanced Standard in Safeguarding in Sport. We continuously review all practices and procedures to ensure they remain robust and



up-to-date with all current legislation.

England Handball has clear policies and procedures for the protection of children and vulnerable people.

These are published on our website and are also available from our safeguarding officer. Safeguarding procedures are also sent out to clubs as part of their Annual Membership Pack and we provide guidance to all our clubs to help support their work with children and young people.

Every club affiliated to England Handball is required to sign up to our Safeguarding and Protecting Young People policy. They are also required to have designated welfare officers. In addition, all lead coaches working with children are DBS checked.

We work with CSPs, the CPSU and other relevant agencies to investigate and deal with any concerns about a child or vulnerable person. All concerns are managed through a Case Management Panel.

Having these policies and procedures in place ensures all allegations and concerns are taken seriously and are dealt with sensitively, fairly and swiftly.





▲ A safe environment and supportive coach are essential to ensure children's long term enjoyment of sport

### David Turner

**Development lead officer,  
Sports Coach UK**

Sports Coach UK takes all matters of safeguarding and child protection seriously, which is why, for more than 20 years, we've worked closely with the NSPCC and its Child Protection in Sport Unit (CPSU) to promote good coaching practice and raise awareness among coaches of how to recognise and respond to possible signs of child abuse.

Our safeguarding programme of face-to-face workshops continues to be attended by over 20,000 coaches every year, from a wide range of sports and activities. The face-to-face training gives coaches an



opportunity to ask a trained expert questions that they otherwise may not have been able to ask, in a safe, non-judgemental environment.

Having an opportunity to discuss a range of views and share learnings between coaches of various sports also makes for well-rounded and experienced coaches.

We also support the NSPCC's recommendation to government that safeguarding legislation is updated to include coaching as a 'Position of Trust' and to ensure that all coaches working with children are

eligible for an Enhanced DBS with Barred List check. Our own Minimum Standards for Active Coaches state that every coach working with children must have a DBS check or Home Country equivalent. This is implemented via national governing bodies and employers.

These measures are vital to ensure we are doing all we can to protect children from potential harm all the way through to adulthood. Making coaching sessions as safe as possible is essential to children's long-term participation in, and enjoyment of, sport and physical activity.

We will continue to work in partnership with the NSPCC to promote and advocate the highest standards across the physical activity and sport sectors. ●

# Step up to the winners podium

**Olympic medallist Beth Tweddle will keynote the Sports & Leisure Forum this summer, where the industry's leading operators can learn, network and be inspired. We take a look at what to expect**

**K**eeping pace with change in the sports and leisure industry can be a tough job, in terms of keeping up with technological developments, rules and regulations, new equipment, facilities, participation initiatives or training techniques.

This is why the seminar programme at the Sports & Leisure Forum is unmissable if you're an operations or leisure and facilities manager from a gym chain, local authority, hotel, spa, awet/leisure centre or stadium.

Learning and professional development is high on the agenda throughout the event, which takes place on June 19th & 20th 2017 at the Radisson Blu London Stansted Hotel, focused on an intimate audience of just 45 VIP delegates and the industry's most trusted suppliers.

The two-day seminar programme, hosted by industry thought leaders, comprises keynotes and panel sessions addressing issues in the above areas and more.

The first day of the event will be hosted by gold medallist gymnast Beth Tweddle. Now a director of Switch The Play and Total Gymnastics, Tweddle will be sharing her experience of life as an elite athlete.

## A packed schedule

Following this, delegates will have a choice of four sessions across the morning and afternoon. The first session will look at how to create unique sports facility experiences that maintain and increase client retention. The second will analyse emerging trends in studio design and installation.

In the afternoon, delegates will have a choice between learning how to spot and develop personal trainer talent or a session

on cost advice and guidance on building long-lasting, high-quality sports facilities.

Day two kicks off with an in-depth look at how health and fitness operators can grow their business using the very latest technology, covering everything from wearable trackers and virtual classes to shared member data and AR.

Rounding the two days off will be a highly-interactive panel session addressing the future of sport and physical activity in the



**Dinner will be a great chance for delegates to network in a relaxed setting**



**Delegates will hear from the industry's thought leaders**

UK – with Sport England spending £250m to get inactive people exercising, what are the benefits to individuals and the industry alike?

### Unrivalled networking

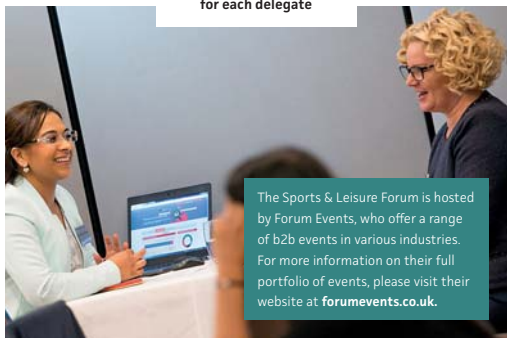
Confirmed Sports & Leisure Forum delegates include 1Life, ACS Cobham International School, Active4Today, Arsenal FC, Balance Health Clubs & Spa, Base-Fit UK, City of Lincoln Council, City of York Council, Crystal Palace FC, Ealing Council, Erith School, Lordswood Leisure Centre, Purbeck District Council, Rendcomb College, Saracens RFU, Sport England, Sylvestrian Leisure Centre, The Hurlingham Club, Virgin Active and more.

In terms of format, the Forum offers a bespoke itinerary for each delegate and supplier, full of pre-matched meetings and an unrivalled amount of networking over lunches, coffee breaks and dinner.

So if you're an industry professional or supplier looking to meet and network with senior executives and managers from across the fitness spectrum, contact event manager Gillian Small on **01992 374073** email at: **g.small@forumevents.co.uk** or visit **www.sportsandleisureforum.co.uk**. ●



**The Forum offers valuable pre-matched meetings for each delegate**



The Sports & Leisure Forum is hosted by Forum Events, who offer a range of b2b events in various industries. For more information on their full portfolio of events, please visit their website at **forumevents.co.uk**.

# Playing catch-up

**AS Roma looks like it is finally close to winning planning permission for its 52,000-capacity Stadio della Roma project. But the time taken to achieve that milestone shines a spotlight on the challenges facing Italian football. Matthew Campelli reports**

**A**fter several high profile delays, it now looks likely that the proposed stadium devised by Serie A football club AS Roma will be built, as the slow and costly – but ultimately necessary – revolution in Italian football infrastructure picks up.

It looked like the project would struggle to see the light of day following the election of the anti-establishment Virginia Raggi as the city's mayor in 2016. Raggi, a member of the Five Star Movement, had already slammed the brakes on Rome's bid to host the 2024 Olympic Games, while some members of the party who sat on the city's council had vociferously made clear their opposition to the stadium and surrounding development.

But after a few months of wrangling over the stadium's design, and the size of the outside development – the AS Roma village, which will feature a training complex, superstore, restaurants and a club



**“ Things just take much longer to get done in Italy than if we were building anywhere else ”**

**Dan Meis, Founder, Meis Architects**

museum – Raggi has suggested that she is “in favour” of the £1.7bn project, after coming to a compromise with the club.

Dan Meis, the founder of world-renowned sports designer Meis Architects, says that

time was the biggest challenge when trying to get the project off the ground.

“Things just take much longer to get done in Italy than they would if we were building anywhere else,” he tells *Sports Management*.

“There are several unique regulations regarding how much can be built, the amount of green space, etc. The site requires a great deal of infrastructure to be constructed. All of these issues lead to complex planning submissions and require multiple levels of government approvals.”

## STADIUM OWNERSHIP

Meis' comments go some way to illustrating the situation that Italian football clubs now find themselves in. Only Juventus, Udinese and Sassuolo in Serie A own their own stadium, with the majority of grounds owned by local authorities.

As such, Italian clubs are struggling to compete with their continental cousins in



**Rome's mayor, Virginia Raggi, has indicated she is in favour of the £1.7bn project**



**AS Roma fans show their support for the new stadium ahead of a decision from the city**



The AS Roma development will include a training complex, club museum, superstore and restaurants

European competition. Whereas Serie A was once largely regarded as the best league in the world in the 1990s and around the turn of the century, its stock has fallen significantly when compared with the English Premier League and the Spanish La Liga.

Average attendances are generally low, and as such matchday revenue suffers – particularly as the stadiums are communally owned. Smaller attendances also have a negative impact on sponsorship revenue and TV rights deals. No one wants to spend money when the stadium is visibly half empty.



Although Italian clubs are struggling financially, Juventus sold Paul Pogba (centre) for a world-record £89m in 2016

## EUROPEAN COMPETITION

A lack of finance impacts the clubs' ability to attract good players, and thus makes it difficult for Italian teams to compete against English and Spanish counterparts in the transfer market and on the pitch.

Last summer, Manchester United smashed the world transfer record with the purchase of Paul Pogba from Juventus for £89m, beating the previous record of £86m, when football player Gareth Bale moved from Tottenham Hotspur to Real Madrid.

Lazio was the last Italian club to hold the record after spending £35.5m on Hernan Crespo in 2000, and in general Serie A teams have struggled to attract the best talent for a number of years, as they are up against the financial might of the Premier League, the Spanish giants of Real Madrid and Barcelona, and Bayern Munich.

The last Italian team to win the UEFA Champions League was Internazionale Milan in 2010. Since then, it's been won by Barcelona (twice), Chelsea, Bayern Munich and Real Madrid (twice).

Juventus has come the closest since, finishing as runner-up in

2015. But because of its relative economic strength, mainly due to building its own stadium in 2011, Juventus' situation is not typical of the rest of Italian football, as the club still attracts household name players.

In fact, Juventus has won the last five championships, illustrating the importance





of good infrastructure in terms of on-the-field success. Italy's other Champions League qualifiers for the 2016/17 season, AS Roma and Napoli, were considered rank outsiders to win it, and have both been eliminated already.

Away from the pitch, Serie A clubs are also floundering in the money stakes. Deloitte's

latest *Football Money League* study from the 2015/16 football season showed that Juventus was the only one of the Italian clubs in the top 10 revenue earners in Europe.

AS Roma, AC Milan and Internazionale snuck into the top 20, with the latter placed behind Zenit St Petersburg, West Ham

United and Schalke 04 despite winning the Champions League less than seven years ago.

"Serie A, to remain competitive, must begin to modernise its stadiums," said Meis. "Besides basic safety and comfort, the buildings need the kind of modern day amenities that are necessary to help the clubs remain financially sustainable."

"Juventus has shown the power of a new stadium. The new Stadio della Roma will set a new standard for a stadium capable of hosting concerts and other events, as part of a larger entertainment division."

The 52,000-seat stadium should give AS Roma a similar boost. From a sporting point of view, the fans will be closer to the pitch than they are at AS Roma's Stadio Olimpico, which has an athletics track around the edge of the pitch. The number of fans attending Stadio della Roma should also be closer to capacity than the 90,000-capacity Stadio Olimpico, generating a better atmosphere.

Meis explains that the stadium has been designed to accommodate a "world-class experience", and will pay homage to the Curva Sud in the Stadio Olimpico, where



▲ Porto's Otavio takes on Juventus' Alves and Mandzukic at Juventus Stadium



AS Roma plays FC Empoli in a recent Serie A match at its current home, Stadio Olimpico

the club's hardcore fans currently tend to congregate during football matches.

The club will also be able to count on ancillary revenue from functions and events, and could potentially sign a lucrative deal for the naming rights if it so chooses.

## SPARKING CHANGE

Other Serie A clubs are following suit. Sardinia-based Cagliari Calcio has recently received the green light to develop a new stadium and sports district, while Fiorentina – from Florence – has revealed a proposal to move into a £367.2m Arup-designed stadium by the beginning of the 2021/22 season.

It was also suggested that the Milanese giants were investigating the potential option of going it alone after sharing the 80,000-capacity – and rarely full – San Siro stadium for the last 70 years.

However, after planning to move into its own 48,000-seat venue, AC Milan pulled out on the whim of president Silvio Berlusconi. The former Italian prime minister is on the cusp of selling the club to Chinese investors, a move which may change that decision.

City rival Internazionale, which is already owned by Chinese conglomerate the Sunning Group, had also been toying with the idea of leaving the iconic stadium, but the club's vice-president Javier Zanetti stressed the desire to remain and instead spend money on a new "state-of-the-art" academy. He told a conference in Milan in

March 2017: "We definitely want to stay at the San Siro stadium and renovate it. It's clearly the best choice for us."

Time will tell. But if Juventus' fortunes since moving into its new site are anything to go by, AS Roma's decision to move looks like it will foster genuine competition both domestically and in continental tournaments. ●

## DAN MEIS ON THE STADIO DELLA ROMA

### How did you come to work on the AS Roma project?

The owner Jim Pallotta is from Boston and happened to be in Los Angeles. I had a chance to meet him for lunch at Chateau Marmont. He had a strong vision for the building: to draw on the history of the Colosseum but in a very contemporary way. We collaborated

on some early ideas and the rest is history.

### Is there anything particularly innovative about the design?

The floating travertine "scrim" is a nod to the history of Colosseum but gives the building a light, dynamic feel. The teflon fabric roof is also a nod to the shape and form of the canopy

thought to cover the Colosseum. The building will be extremely modern, state of the art, but with a feel for the ancient architecture of Rome.

### Is it energy-efficient?

In addition to solar panels on the roof of the stadium, environmental sustainability has been considered throughout the design of the entire site.

# Sweating tears

**We're squeamish about death and dying in the UK, but if we could overcome this barrier, the industry could reach out to help many people overcome their losses through sport and physical activity. Kath Hudson reports**

When my husband lost his dad to cancer three years ago, he described the grief as being like having a dark cloud above him all the time. Counselling had no impact, and all that sadness would have stayed put if it wasn't for his mountain bike. Pedalling hard, he sweated out his tears and began the process of healing. More recently, a friend who has just been widowed is doing the same trails on her bike. She says that sport has been the coping mechanism that enabled her to get through the dark days.

Everyone can benefit from the mental health effects of exercise, but particularly those who have been bereaved. Being active not only provides a chance to reflect, it also increases blood flow to the brain – which promotes clearer thinking – and triggers a number of beneficial neurotransmitters including endorphins, serotonin, dopamine, glutamate and GABA. Exercise also improves sleep and appetite, and gives a sense of routine and control: all things that are incredibly important when you are grieving.

Paralympic sprinter Dave Henson agrees that sport is an excellent way of getting life back on track after a trauma: "In hard times, sport is really good at signposting your life. If you give yourself a clearly defined goal, then you start to plan your training, your food and your targets, and before long you find that you're planning your life again."

Steve Phillips, a personal trainer, has supported a number of people through bereavement using exercise: "People who are suffering from grief often experience levels of depression and anxiety that can be all consuming and massively deep," he says. "My experience is that exercise can help

lift their mood, enabling the individual to see the light ahead. As one client described it: 'I feel like I'm drowning, but when I do exercise it gives me the energy to lift my head out of the water and breathe.'"

Clinical experiences confirm this way of thinking. Sports psychologist at Glasgow Caledonian University Dr Paul McCarthy says that when people experience a significant loss they frequently lose the structure in their lives too. This loss of normality can lead to loneliness, depression and despair.

Sport and exercise can be the path that leads them back to involvement in life.

"As human beings we tend to look into the future, and happiness research shows that people like structure and things to look forward to," he says. "People suffering from depression lose their vitality, but sport and exercise can be a way of bringing it back."

## WALK AND TALK

For two years, the Greenwich branch of bereavement charity Cruse has been inviting







**Sports like cycling trigger endorphins and improve sleep and appetite**

people to walk as part of their therapy, through a partnership with another charity, Greenwich Get Walking – the Royal Borough of Greenwich's health walk programme.

"The walks allow us to reach out to people who aren't interested in counselling, particularly men in their 40s, 50s and 60s, who may perceive the need for counselling as weak," says Phil Clarkstone, manager of Greenwich Cruse Bereavement Care. "We have noticed that, even for those who feel great despair, a combination of



**Not all bereaved people are old – younger people may relish pushing themselves**

counselling and group walks enables them to shift through their various emotions quickly. It gives them a new interest and introduces them to other people."

Many bereaved people have often spent time as a carer, which has led to them becoming socially isolated. The walks offer routine, a distraction and social opportunities, as well as gentle cardiovascular exercise. Knowing they have the walk booked in once, or even twice a week helps them to signpost their life.

Cruse volunteer and Greenwich Get Walking co-ordinator Ollie Golding says: "Bereavement really knocks people's

confidence, but regular exercise builds it back up again. Many of our clients are at a very low ebb and come with low expectations of what they can do, but frequently they become ambitious and use this as a stepping stone to doing more."

Walks take place all over the borough, allowing for a broad reach and embracing people from different ethnic backgrounds who many not have counselling as part of their culture. "The walks make our service more accessible, provide a positive, holistic approach and a more open dialogue," says Clarkstone. "We witness some incredible loneliness, and not just in old people, but



**Group walking can provide structure and reduce isolation**

the walks offer a community for those who haven't felt part of one for a while."

Penhaligon's Friends, a charity that helps bereaved children, is not yet offering exercise as part of its therapy, but does recommend it to clients. "Running and aerobic activity is a great way of expending the energy that builds up for some children when they are experiencing heightened emotion," says manager Julie Parker. "It also helps to occupy the mind and focus it on something other than their loss."

## REACHING OUT

There are many bereaved people out there who could benefit from the physical, emotional and social benefits of exercise, so how do sports providers reach out to them? Clarkstone says Cruse would welcome

partnerships with the industry, as the charity has no access to facilities or equipment.

From the industry point of view, one barrier is the general awkwardness that many people feel in the company of someone who is grief stricken. Cruse has a mission to normalise grief and is offering training days nationwide to equip organisations with a basic awareness of how to talk to someone who has suffered a loss.

"There is a massive stigma around bereavement, but the fundamental thing is that it is totally normal. We will all be bereaved and we will all die," says Clarkstone. "There are very few 'don'ts', but one is: don't ignore it. Be accepting, allow people to be bruised and understand that a lot of carers will have the poorest health and have been socially isolated for a long

time. They are at a low ebb and need to be given permission to look after themselves and to open up emotionally once again."

For those facilities looking to reach out to this population, connections could be made through counselling groups, such as Cruse or Mind, GP surgeries or hospices. For individuals who are not used to exercising or who are elderly, gentle activity such as a guided walk or an exercise class with a focus on relaxation will be most appealing. But death is unselective and it would be wrong to assume that everyone who is bereaved is old or sedentary. There could be a twenty-something girl who has lost a parent, who would love to be back in a hockey team, or a middle aged man who might like to play or coach a rugby team. The secret is reaching out and giving them a warm welcome. ●





Mind's Get Set to Go brings people together to try different activities

## PROGRAMMES SUPPORTING MENTAL HEALTH

### Get Set to Go

Although Mind is focused on mental health conditions rather than bereavement, grief frequently triggers depression, anxiety or panic attacks. The charity recommends exercise as a way of boosting mood and strengthening mental wellbeing.

Hayley Jarvis, community programmes manager for sport at Mind says: "Exercise helps us to switch off from everyday pressures, relieves stress and gives us time to clear our heads. It also reduces levels of cortisol, the stress hormone that has been linked to a range of mental health problems. Research shows that outdoor exercise can be as effective for some people as antidepressants in treating mild to moderate depression and anxiety."

Mind delivers Get Set to Go, a sports programme supported by Sport England and the National Lottery, which helps people overcome the barriers to exercise by choosing an activity that is suitable for them – enabling them to take the first step towards getting active.

### State of Mind

The Rugby League started its own mental health programme in 2011, to help those suffering from mental health issues, such as depression and anxiety.

The State of Mind programme recognises the fact that depression kills: the biggest killer of men under 50 years old in the UK is suicide. Just one thing can hit them really hard, especially if they don't talk about it, so the goal of the programme is to build mental fitness as well as physical fitness.

State of Mind takes the concept of rugby beyond a team, to create a community or family. The programme is open to those who want to either play or volunteer. In recent years it has expanded to include Rugby Union and other sports.

Available in the UK, Ireland and Australia, the sessions are delivered free of charge through the club network. The programme's website also provides important information for people suffering from mental health challenges.

# wattbike

## Transferring pedal power to pitch performance

**T**he Wattbike makes athletes accountable. The consistency and reliability of the data means there is no hiding behind the numbers, making it the perfect tool to ensure the best team is selected for the new season.

For managers and coaches, structuring their team's pre-season programme correctly, and making accurate comparisons between players, can make all the difference to their prospects for the season.

### FOOTBALL

In 2016, Leicester City Football Club made history with an incredible season, and have been using the Wattbike for power development and conditioning since 2012. Mitchell Willis, LCFC Strength & Power Coach, explains:

"We never considered any other bikes, I knew the Wattbikes well; how to use them, the physical qualities and the

The team use the bikes for power development which involves intermittent supramaximal bursts with extended recovery periods

Mitchell Willis,  
LCFC Strength &  
Power Coach



amount of feedback the Performance Monitors provide. We have a philosophy of 'training = testing and testing = training' and we continually monitor performance, therefore Wattbike perfectly matches this."

The team use the bikes for power development which involves intermittent supramaximal bursts with extended recovery periods. This allows lower limb



Leicester City have been using the Wattbike for power development and conditioning



England Rugby have incorporated the Wattbikes within their full training programme

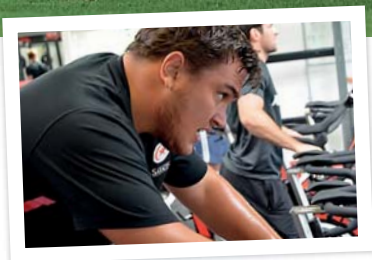
power to develop, whilst safely overloading the players using the air resistance and magnet settings. Conditioning sessions focus on longer intervals of continuous work on the bikes, targeting specific energy system development.

Mitchell continues: "The bikes have also played a key role with international players who have returned late to us this pre-season – we administered additional 'off-feet- conditioning sessions using the bikes to help bring them up to speed with the rest of the squad."

## RUGBY

The Saracens, who were victorious Double Champions last season, winning both the Premiership and European Cup, also utilise the Wattbike throughout the season. Phillip Morrow, Performance Director explains:

"The Wattbike is a tough piece of training equipment, which can be used to challenge all of your energy systems. The ability to measure power output is great for setting targets as well as giving us the capability to manipulate sessions to target different aspects of training."



With six bikes, the Saracens focus on conditioning sessions throughout the season as a form of offload training, limiting the amount of running the players are doing, which is key for the larger, load bearing players. The full squad then work on the bikes for maximum energy sprints and general energy system training through preseason.

Phillip adds: "We also make use of the bikes a lot with our injured and rehabbing players when they are limited with the amount of 'on feet' work they can do."

Saracens and England back-row, Billy Vunipola is renowned for his power and force, and is a player to be reckoned with on the Wattbike. Billy remarks: "The Wattbike plays a massive part of our anaerobic and off-feet,



**The Wattbike**  
plays a massive part  
of our anaerobic and  
off-feet, aerobic work

Phillip Morrow,  
Performance Director,  
Saracens

aerobic work. It saves us loading our legs every day, as in pre-season you get through a lot of running, so the bikes allow us to still improve fitness but not aggravate the joints."

We use the bikes every other day through pre-season, and on Monday mornings through the season – naturally we're quite a competitive bunch through and there's definitely no hiding on the Wattbike."

## CONTACT US:

Tel: +44 (0)115 945 5450

Email: [info@wattbike.com](mailto:info@wattbike.com)

Web: [www.wattbike.com](http://www.wattbike.com)

[www.facebook.com/wattbike](https://www.facebook.com/wattbike)

[www.twitter.com/wattbike](https://www.twitter.com/wattbike)

[www.instagram.com/wattbike/](https://www.instagram.com/wattbike/)

Cardio is a big part of Billy Vunipola from Saracens' workout



## How do different rugby teams train their players for maximum strength, speed and agility? Tom Walker talks to three clubs about their approaches

**R**ugby is a multi-faceted contact sport, requiring an abundance of physical attributes. As a result, the training routines of rugby players are acknowledged to be very physical and high in intensity – among the toughest of any sport.

"Speaking plainly, most professional rugby players these days need to target strength, muscle mass, anaerobic and aerobic power, speed, flexibility and movement proficiency," says Trystan Bevan, performance coordinator at Wasps Rugby.

Former England rugby star and current Harlequins forwards coach Graham Rowntree adds that the task for the sports conditioning team is simple, yet demanding. "In rugby, it's all about repeated power outputs and being able to hold intensity into the 80th minute of a game," he says.

So how do rugby clubs and teams ensure that their players achieve the standards required by the modern professional game? What kind of equipment do they use to hone physical fitness? *Sports Management* takes a closer look.



## CASE STUDY ONE

CLUB: **WASPS**

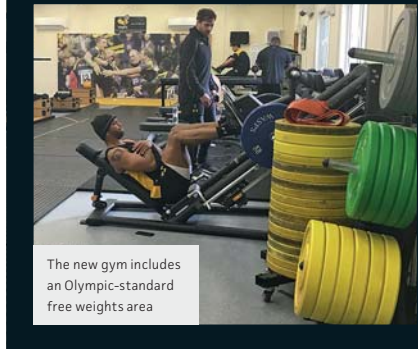
SUPPLIER: **MATRIX**

When Aviva Premiership rugby club Wasps was looking to create and fit out a new conditioning gym, it had to consider the various demands placed on the facility. "In deciding which pieces of equipment to introduce to our facility, we took a three-pronged approach," says Wasps' performance coordinator Trystan Bevan.

"Firstly, our director of rugby, Dai Young, devised a brief on how he wanted the players to be prepared. Secondly, we took input from our strength and conditioning and medical staff and, thirdly, also gathered feedback from the players themselves."

After researching for

suitable partners, Wasps chose Matrix Fitness as its equipment supplier. Matrix was then given the club's shopping list, which included equipment for strength and conditioning, as well as for injury prevention and rehabilitation. The installation of the kit, which was completed in the summer of 2016 – was planned and designed by Matrix's in-house, computer-aided design and drafting (CAD) team. The gym boasts a wide



The new gym includes an Olympic-standard free weights area



The circuit area plays a big part in helping to keep muscle mass on the players

Trystan Bevan, Wasps

variety of CV equipment with live data functions, plate-loaded weights and an Olympic-standard free weights area. The new facility also includes a specialised 'Performance Training Room' with racks, platforms, dumbbells, kettlebells and plyometric boxes.

Bevan says that in addition to the performance room, the club decided to create a plate-loaded room, where the strength and conditioning team could effectively integrate weights circuits for the players. "The circuit area plays a big part in helping the performance team to keep muscle mass on the players throughout the course of the season," Bevan says.

Knocks and injuries – and the way they are dealt with – form a big part of the work done in a professional rugby club's fitness team. To help with this, Wasps has invested in a system

that is able to provide live feedback to ensure cardio progress can be measured in detail, and workload adapted when appropriate.

### TECHNICAL APPROACH

"Matrix advised us on the equipment available for our cardio suite," Bevan says. "We now have a cinema-style indoor bike area linked to an interactive screen – the Matrix S-Drive Performance Trainer – which is a very useful indoor prowler/sprint start substitute."

"We also have a range of ancillary equipment such as treadmills, rowers and climbills that provide not only variety, but also the availability to train injured players' energy systems no matter what the injury."

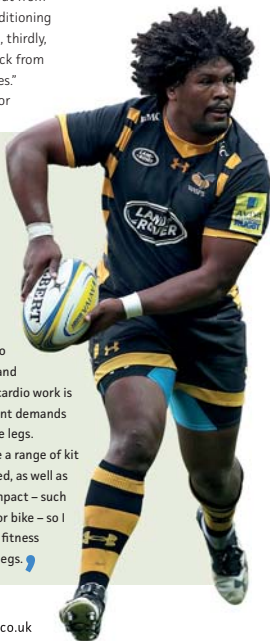
Since its installation in July 2016, the new gym has been in constant use. The added physical endurance of the players has seen the team storm to the top of the Premiership.

## Ashley Johnson

Back row for Wasps and South Africa

The varied selection of CV equipment that the club has installed enables me to follow a daily training regime to supplement strength and conditioning. For me, cardio work is vital due to the constant demands the game places on the legs.

It's important to use a range of kit and treadmills for speed, as well as equipment with low impact – such as an elliptical or indoor bike – so I can work on my cardio fitness without stressing the legs.







Ben Youngs had the strength and fitness to push himself to the limit in a recent RBS 6 Nations match

## CASE STUDY TWO

CLUB: **ENGLAND RUGBY**SUPPLIER: **WATTBIKE**

Wattbike forms a crucial part of the strength and conditioning programme, with players using the bike for pre-season, rehabilitation, recovery and offloading. England's coach Eddie Jones, who has overseen a great transformation in the team's success since taking over after a disastrous World Cup in 2015, is a fan of the bikes.

"From personal experience, I know the value of the Wattbike," he says. "Whether it's recovery from illness, rehab from injury or pushing performance levels, the detailed data the equipment delivers is invaluable."

As well as testing maximum power output, the bikes' in-built assessments help England coaches and players to train in the correct 'zones',

with the ability to analyse and improve this over a long period of time. The ability to measure power output also allows the setting of targets for the players, as well as giving them the ability to manipulate sessions to target different aspects of training.

England Rugby has taken delivery of 30 bikes and the fitness and conditioning team uses the bikes in player training at pretty much every opportunity. Some of the bikes are stationed next to the pitch during international matches, for players to keep warm while waiting to get on.

"How you use the tools at your disposal is key," says Jones. "Wattbike is something all the top teams are using."



Wattbike is something all the top teams are using. We're just trying to use it more effectively

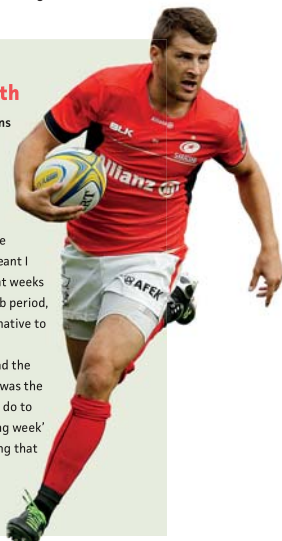
Eddie Jones, England coach

## Richard Wigglesworth

England and Saracens

I suffered a shoulder injury in the Championship Cup final with just two weeks left of the season. My injury meant I couldn't run for eight weeks of the 12-week rehab period, so I needed an alternative to maintain my fitness.

"The Wattbike, and the resistance it allows, was the closest thing I could do to replicate the 'running week' of pre-season training that the rest of the team were doing."





# MATRIX

Join us at **Elevate 2017** to find out more about our Group X offering and our range of fitness products for the medical and rehabilitation market.

**ELEVATE**  
10-11 MAY 2017 | EXCEL | LONDON



Saracens players train with water bags in order to strengthen the muscles and responses needed to make a tackle



### CASE STUDY THREE

**CLUB: SARACENS**

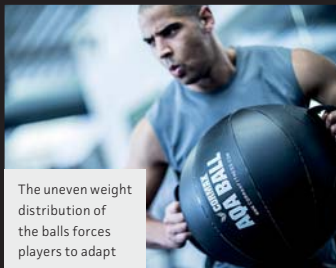
**SUPPLIER: JORDAN FITNESS**

Sports conditioning training doesn't always require high-tech equipment. Premiership club Saracens has worked with fitness supplier Jordan to introduce water bags into player training.

Manufactured by Australian company CorMax, the water-filled bags offer unstable weight when they are maneuvered. They've been designed to make the whole body move, as players are forced to adapt in order

to keep the water inside the bags under control.

The bags work particularly well as a training aid for rugby players, as the uneven weight distribution forces players to adapt quickly, similar to when making contact during a game. The unbalanced weight of the Cormax bags also helps with coordination, which is ideal for practicing ball control and handling, as well as understanding how players can control their own body weight.



The uneven weight distribution of the balls forces players to adapt

In training, Saracens players use a number of different sized bags. Some – weighing 80kg – are great for replicating opposition players. Larger

bags, meanwhile, allow the team to work together lifting, pushing, pulling and moving, and are a great team-building exercise for scrums. ●



## TRAIN WITH COACH BY COLOR®

### 5 TRAINING ZONES TO GET FITTER, FASTER!

Get the most from your Indoor Cycling workouts with Coach By Color® - an intensity guide displayed in 5 colored zones, making it easier and fun to interpret the data and integrate it in your training! These color zones are connected to your individual FTP value (fitness level). Ensuring that power and heart rate based training, are easily and quickly applicable for pros and beginners.

Ask your trainer for more information or download the ICG® Training App and try it yourself.



VERY LIGHT



LIGHT



MODERATE



VERY HARD



MAXIMUM

Tel: +44(0)1683-666017  
Email: life@lifeinfitness.com

Life Fitness

GYMEX

Johnson

CONCEPT

movement

Life Fitness

# SRS Leisure

## YOUR COMPLETE RETAIL SOLUTION

☎ 0121 550 2700

✉ sales@srsleisure.com

🌐 www.srsleisure.com

Experts in swimwear  
retail since 1992.

We will design and  
implement a bespoke  
solution for your facility.

We supply everything  
you need; top swimwear  
brands, learn to swim  
products, unitary,  
marketing & sales  
support.

## POOL LIFE AND WATER



@SRSLeisureLtd



@SRSLeisure



@SRSLeisure

# Playing for change

**The government's new focus on engaging inactive populations is helping to bring the 'sport for development' sector into the nation's consciousness. Simon Lansley speaks to Sue Wicks about Comic Relief's work in the area**

**I**t's 17 years since Nelson Mandela proclaimed, "sport has the power to change the world". Now, at long last, 'sport for social change' is going mainstream.

Thanks to the government's *Sporting Future* strategy, the idea that sport can support society – from improved physical and mental wellbeing to economic and community development – has been thrust onto centre stage. Sport England's new funding scheme has played a big part in this. New funding pots have recently been made available to organisations that are equipped to help, for example, those with a lower income, or older people, to become more active.

The idea, however, isn't new. It's a similar approach to that taken by Comic Relief over the last 13 years, with money raised by Red Nose Day and Sport Relief funding a range of projects that engage under-represented, disadvantaged and disadvantaged groups.

Its second round of 'Communities and Sport for Change' funding has recently opened, and it is expected that 10 to 20 grants will be made to organisations that



▲ Comic Relief's Sue Wicks

have "identified social issues affecting their communities and the ways in which sport can be used to address these issues".

Whether it's The Boxing Academy offering alternative education to hard-to-reach young people through the discipline, ethos and culture of boxing; the Sporting Memories Network supporting older people who are living with dementia; or the 2nd Chance Foundation working both in prisons and with people at risk of re-offending, Comic

Relief's remit has been to encourage a tangible social return on the money it invests in sport for social change.

"It's fantastic that the power of sport is now being recognised on an even wider scale," says Sue Wicks, strategic lead for sport for change at Comic Relief. "Because of the (DCMS) strategy, some of the forward-thinking national governing bodies are now saying, 'how do we go out and engage with different groups of people?'"

"This is no longer about assuming you know what communities' needs are, then parachuting in and delivering something. It's about asking, 'what do you want and how can we work with you to deliver it?' It's a long-term commitment."

## The bigger picture

One shining early example of this brave new world of collaboration is British Fencing's project with Maslaha, an organisation that aims to raise the aspirations and self-confidence of Muslim girls and young women. The partnership has been supported by Comic Relief in London's East End, and is now being rolled out in Birmingham.



Street League partners  
with Hyundai, enabling  
ambassadors like Vinnie  
Jones to build awareness



Street League helped 1281  
young people move into jobs,  
training and education last year



Comic Relief only funds programmes that use sport to deliver tangible social benefits



# Partnership is key to me, it's about being bigger than the sum of the parts

"If you had spoken to British Fencing 10 years ago, I'm not sure whether they would have said that Muslim young women were a target group for them," says Wicks. "Now, British Fencing is looking at how it can grow the sport but at the same time increase the confidence of a new audience."

Similarly, Comic Relief has been tasked by the Rugby Football Union with managing its recent 'Try for Change' fund, which uses the power of rugby to improve the lives of people from disadvantaged backgrounds.

"Partnership is key to me," says Wicks. "It's about being bigger than the sum of the parts. With the current challenges around

funding, we are seeing people coming together across all sectors and working together in partnerships. It's about helping communities to find their own solutions."

Another important part of the process will be for organisations to begin to take notice of where they're situated on the spectrum. This ranges from programmes that purely promote participation in sport to 'plus sport' programmes that have a clearly-defined social outcome, such as employment or education. A good example of 'plus sport' is Street League, an initiative that uses football and dance-fit programmes to help unemployed young people get into work and training.

It's not necessarily better to be one or the other, says Wicks. It's about understanding your contribution to the bigger picture – whether you're an NGB or a local grassroots club or charity.

"I think a lot of people in the sector are trying to understand what 'sport for change/development' is. In the past, NGBs have been very much focused on participation – which is fine because people do gain confidence and self-esteem through that.

"But then we get other organisations that deliver additional outcomes, such as supporting people who are homeless or living with mental health issues, or promoting gender equality or community cohesion.

"It's important for organisations to ask, 'is it just soft skills, or is it harder skills that the community needs?' Traditionally, at Comic Relief, when we support organisations delivering projects that use sport, we're looking for clear social outcomes, as well as these increases in self-confidence.



**Sport provides people with a sense of community, purpose and achievement**

"But there's value in that middle ground – organisations might deliver work around healthy eating alongside getting people to participate in sport, or they could teach people about HIV or CSE (child sexual exploitation), through the sporting exercises themselves."

"A lot of the small grassroots clubs and organisations are doing the work anyway, it's just that they wouldn't label themselves as 'sport for change' yet, and they might not yet be able to articulate the specific outcomes they're delivering. We need to get people to use a shared language."

### A language for change

As a member of the Leadership Group for the UK Sport for Development Coalition, Wicks has been involved in the creation of a Shared Measurement Framework that will help to create that shared language and will enable organisations to better describe the social impact of their programmes when they're applying for funding.

"What we've had to date is lots of different organisations delivering activities extremely well but measuring the impact with varying degrees of success. What the Framework will do is give organisations – particularly grassroots organisations – a language and structure that will help them explain what they're achieving in a consistent way."

"This will be helpful because they'll quickly understand that while they might not be doing all of the things that are required in one particular area, they'll know that what they're doing does count towards the bigger picture. It's going to take some time to gather all of that evidence and get people to think in that way, but I think it's a really positive direction of travel."

She adds: "The sport for change sector is still relatively new. It's gaining momentum, but I think everyone is grappling with how to measure it and collate the evidence, in order to show people, including government, that sport can play a really important role in society."

"If you look at 2nd Chance, they've used their evidence to demonstrate the ways in which sport can be used as a tool to work with people either in prison or at risk of re-offending. When asked, they can directly provide the evidence to show that this is effective."

"Once we get to that point, where we can demonstrate the power sport has to deliver social change, we should be able to unlock much more support," says Wicks.

So what's next for Comic Relief? It is likely that any future sport for change initiatives will have a focus on health and wellbeing, as well as children and young people, both of which are a priority within the UN's Sustainable Development Goals (SDGs).

"I'm really keen that, where we can, we align our sport for change objectives with the SDGs," says Wicks. "It's the first time sport has been specifically mentioned in the SDGs. For it to be recognised as a tool for change internationally feels like too good an opportunity not to take advantage." ●

# BUILDING A PIPELINE

The government's requirement for sports boards to be 30 per cent female has been encouraging for charity Women in Sport, but its latest report highlights challenges that need to be overcome to avoid financial penalties. Matthew Campelli reports

For those ardently following Team GB during the Olympic Games in Rio last summer, few could argue that the women's hockey team winning the gold medal against the odds was one of the enduring memories of the event.

Not only was the victory a snapshot of Great Britain's increasing sporting prowess on the world stage, but a valuable demonstration of the immense quality of female athletes the country has to offer.

However, while the women's team outshone their male counterparts on the field, at board and executive level, women are vastly outnumbered by men in one of the sport's main governing bodies, England Hockey.

According to new statistics published by equality charity Women in Sport, 20 per cent of the governing body's board is female – compared to a sport sector average of 30 per cent. In addition, it had zero per cent representation of women in senior leadership roles (apart from the CEO position where Sally Munday is in post).

England Hockey isn't the only culprit, as similar statistics were quite commonplace in the report, *Beyond 30 Per Cent*.



▲ Heather Rabbatts, the Football Association's only female board member

The Football Association (FA), the Rugby Football Union (RFU), the Rugby Football League (RFL), Badminton England and the British Basketball Association were among the bodies with less than 30 per cent representation on their respective boards.

Meanwhile, the British Bobsleigh and Skeleton Association, Volleyball England, GB Taekwondo and BaseballSoftballUK currently have zero per cent female representation in senior leadership roles.



Women in Sport's chief exec Ruth Holdaway

Ruth Holdaway, pointing to studies that demonstrate "better decision-making" by boards that have more diversity.

"The argument has been won," she tells *Sports Management*. "Many sports organisations have made changes and are seeing the benefits of having lots of different viewpoints around the table."

"The evidence from the business world is that when you achieve 30 per cent female representation, you start to see more sustainable change and better decision making. The evidence is well-established and well-understood."

The crucial factor for the majority of governing bodies will be the requirement to hit 30 per cent gender representation – which Women in Sport successfully agitated for – by April, or be at risk of losing public money distributed by UK Sport and Sport England.



▲ The GB women's hockey team demonstrated their skill when they won gold at the 2016 Olympics

## Governance code

Why does this matter? Well there's a moral argument that women who watch and take part in sport should have more equitable representation in the upper echelons of sporting bodies, many of which rely on public funding.

There's also the business case, says Women in Sport chief executive





Team GB's Jade Jones taking the taekwondo gold medal at Rio 2016. The sport has no females in senior roles



Despite the success of its women's team, England Hockey has less than 30 per cent women on its board



## WOMEN IN SPORT

At time of writing it appears extremely likely that a number of governing bodies will fail to hit that government requirement, although Holdaway does confirm that many are making the right noises about getting their house in order.

Even the FA – which recently suffered the ignominy of receiving a parliamentary vote of no confidence for its lack of boardroom and Council diversity – has revealed a package of measures to increase representation, one of which will ensure at least three women are appointed to a 10-strong board.

While many organisations may have the desire to push ahead with the diversity agenda, the statistics show that in some instances there is little of substance being done. For example, there has been a significant fall in the percentage of women in senior leadership roles over the past three years, from 42 per cent in 2014 to 36 per cent currently. Women also continue to be under-represented in the performance director role.

### Middle-management gap

And that is the crux of the problem, says Holdaway. While there is undoubtedly institutional sexism within some sections of sport keeping women away from plum board roles, the chief executive says an even bigger issue is the fact that the pipeline for these



**Women are significantly under-represented at board level at the Football Association**



**Winning gold at the 2016 School Games could be the start of an exciting career in sport, if opportunities are communicated effectively**

positions is limited because of few women in middle-management roles.

Holdaway says that the opportunity for women to forge successful careers in the sport sector away from the field of play should be made apparent as young as possible.

"We've got to start talking about it in schools," she explains. "We have to talk to girls about the careers available in sport."

"We know from the work we've done in schools that boys who might want to be professional sports people might start thinking about other careers in sport if they realise that isn't going to be their career."

She adds: "Girls don't generally do that. We need to change that so girls from a

Women's football talent:  
Lucy Bronze (left) and  
Sophie Baggaley (right)



young age understand sport is something they can work in, whether they're interested in communication, finance, medicine. It's about opening girl's eyes to the possibility."

Further down the line, Women in Sport has developed its *Checklist for Change*, a resource that gives national governing bodies a practical framework to enable it to reach out to women with more finesse and with an offer that truly resonates with them.

The first recommendation is around recruitment and retention. Worryingly, the report states that a number of women interviewees complained that there was a "less-defined career path" for them in sport than other sectors, while the male-dominated environment in sport knocked their confidence.

Holdaway says it is important to provide additional peer support and to not gender stereotype when thinking about roles for women in sport. She adds that it is important to "not make assumptions about how women live their lives and about what's important to them".

Governing bodies with less resources may find it more difficult to provide the support, but Holdaway suggests that initiatives like role shadowing or mentoring would require very little money and could change the perception that women have of the environment and the perception of what women could do for the governing bodies.

Other recommendations for governing bodies included a focus on flexible working to avoid disadvantages for those going away on maternity leave or in part-time roles, and finding men in the organisation who can champion the case for equality.

### Modernise structures

"We want to make sure we get men on board with this as well, so this is a movement for change across the sector," says Holdaway. "It shouldn't just be women focusing on bringing more women into the sector."

Perhaps the most difficult recommendation to implement is that of "modernising structures and practices"

within some of these organisations. It has been well documented that bodies, like the FA Council for example, have resisted structural change. But this is crucial to achieve equality, according to the report.

A number of governing bodies have had to make constitutional change in order to satisfy the government's requirements, which were laid out in the Code for Sports Governance. Women in Sport has also called for changes to board structures and personnel before vacancies arise, which could prove to be extremely controversial.

"We want organisations to move quickly, we want them to keep the pace," says Holdaway. "But," she caveats, "what we're keen to do is say it's really important not just to focus on that number of 30 per cent and that board level requirement, but governing bodies must really invest in their entire workforce and the volunteer base so that they're developing a pool of talent that will naturally move through into those leadership roles." ●

# Sports strength Training with EMS

**As one of the world's most recognised athletic trainers using whole body EMS, Thomas Ott gives recommendations for its proper use in strength training for professional athletes**

**I**'ve used EMS Training in professional sports since 2009. Through my work at Müller-Wohlfahrt Orthopaedic Centre in Munich I dealt with professional athletes from different sports every day. Over the years, EMS training has become an important part of my training both in the area of rehabilitation after injury and strength & conditioning.

Often the little things are the deciding factor in winning at world championships or at the Olympics. This is why many athletes like Usain Bolt take the opportunity to use EMS training to bring them into top form. Individually dosed and adapted to the requirements of the respective sport, it can give a decisive level of advantage. From my long-term experience in strength & conditioning with professional athletes I can recommend EMS training for increasing performance and giving the athlete the extra boost that could make a difference in their results.

## **SPORT-SPECIFIC TRAINING**

As a trainer, it's your job to make athletes better at their sport by improving their condition and cognitive skills. For that purpose, strength training is done with sports equipment and the accompanying

exercises in order to make it even more beneficial for the athlete.

Similarly, EMS training can be transferred to sport-specific movements and simultaneously have a positive influence on strength development. Using EMS during sport-specific movements can increase intra- and inter-muscular coordination, and therefore enhance performance. At this level, this can give a definitive advantage for the athlete.

EMS can be easily integrated into the weekly training routine at any stage of preparation for competitions.

Maximum and explosive strength can both be increased through higher muscle

**"As a trainer, it's your job to make athletes better at their sport by improving their condition and cognitive skills"**

activity and improved movement speed. This is done by activating the fast-twitch fibres first, developing movement speed and explosiveness. In principle, it can work with the same programmes as those used for conventional strengthening.

It's important to ensure that the settings and intensity can be adapted to the training goals – if the goal is to move fluidly and without disruption, then you should choose a longer pulse rise or even continuous current.

Recovery plays an important role in every athlete's life and reducing recovery times by increasing blood flow after an intense training, combined with other measures, can have a huge impact on performance. Using recovery and



**Ott works with professional athletes on a daily basis**



The explosive power of hard-to-train core muscles – key for many athletes – increased by up to 74 per cent



In sports studies, whole body EMS increased maximum athletic performance by up to 30 per cent

metabolism programmes with EMS can shorten recovery times even more. But if an athlete is going to do EMS training, his or her entire weekly training programme must be taken into consideration.

The more training units that the athlete undertakes, the more relevant the selected parameters of the EMS training are and particularly the chosen training time in relation to the technical and competitive training units in order to ensure sufficient regeneration time.

The implementation of EMS training offers athletics coaches a great opportunity to improve the athlete's condition whilst taking into account functional aspects. In this case, the focus should not be technical training.

This is the technical trainer's job and as far as possible should be carried out under real-life conditions for the particular sport.

**miha**bodytec  
made in germany

TEL: +49 821 45 54 92 - 0

EMAIL: [info@miha-bodytec.de](mailto:info@miha-bodytec.de)

WEB: [www.miha-bodytec.com](http://www.miha-bodytec.com)

#### WHAT EFFECTS OF EMS TRAINING HAVE BEEN PROVEN IN STUDIES AND ARE RELEVANT FOR COMPETITIVE SPORTS?

In addition to the proven improvements in strength and muscle building, the results are particularly interesting in terms of improvements in maximum strength and high-speed strength, the important components in maximum performance:

- Whole body EMS increased the maximum performance (product of speed of movement and strength) of athletes of up to 30 per cent in sports studies.
- The long-term effects are particularly impressive: Increases in speed were recorded up to three weeks after the last training session.
- Compared to other high-speed strength methods, EMS training is the only training method that results in an increase in maximum performance – while typical high-speed strength and maximum strength methods only achieve increases during the strength units, combined with higher mechanical loads.
- The speed of the contractions in the muscles increased by an average of 22 per cent after 8 training units. The maximum performance of the abdominal muscles that are important for almost all kinds of sport can be increased by around 67 per cent.
- The explosive power of the hard-to-train core muscles was found to have been improved by up to 74 per cent.
- The CK values were used as a measurement for intensity and were approximately 40 per cent higher after whole body EMS training than in conventional training – often a crucial factor in building up muscle mass and according to many experts the sign of an effective training session. The effects recorded up until now can be significantly increased by making appropriate changes to the training parameters. In these particular studies quite low intensities were chosen.



# Jumping to new heights

Since the opening of the first indoor parks in 2014, trampolining has become one of the UK's fastest growing sport and leisure trends. Tom Walker speaks to two entrepreneurs and finds out the reasons behind the rapid growth

**"I**'ve never experienced a boom like this with any other sport or fitness activity," says David Stalker, CEO of Oxygen Freejumping, currently the largest trampoline park operator in the UK.

"The first indoor trampoline parks only opened two and a half years ago, with two or three operators testing the waters. Today, there are around 150 parks across the UK and there are a number of large operators who are all looking to grow even further."

Stalker knows what he's talking about. Before launching Oxygen Freejumping, Stalker spent eight years at not-for-profit trade body ukactive – seven of them as executive director. Before ukactive, he held senior operational roles at the likes of LA Fitness and First Leisure. In other words, he's been in a position to see a number of trends come and go during his career.

There is something else unusual in the trampoline trend, he believes. "Most new active leisure and fitness trends surface in the US, before travelling across to the UK," he says. "If they are successful in the

UK, they then get picked up in Europe and spread to the rest of the world. Strangely, while the first indoor trampoline parks opened in the US, the concept was picked up in Australia before it travelled to the UK. So Australia is ahead of us on this one."

Vernon West, CEO of Jump In – another major UK operator – says the fact that trampolining was "big" in two similar

markets before it entered the UK has aided its rapid growth. "There are insights we can gain from having two mature version of the same market," West says. "We can use the US and Australian markets to provide a guide for the way our market is likely to develop."

## JUMP START

Having the business model proven in two markets has certainly helped prospective UK trampoline operators secure funding for their expansion plans. Oxygen Freejumping was able to build up a £2.5m war chest for new sites with the help of Jacaranda Capital Partners, while Jump In secured banking giant Santander as a funding partner. According to West, the deal with Santander will see the bank invest around £3m by the time the "facility has been fully drawn".

As a result of operators being able to secure funding, the growth has been impressive – and there are no signs of it slowing down. Oxygen, the biggest operator, currently has six sites open, with a seventh close to launch. Stalker has ambitions to more than double the number of parks in



▲ David Stalker, Oxygen Freejumping



## What makes a good indoor trampoline park?



▲ Activities such as dodgeball keep people coming back

**Vernon West:** We'll look at anything in the 20,000-35,000sq ft range when choosing a site. Half of having a great indoor park is having a big open jump arena – but you also need lots of other cool features that kids can focus on. For the parents, the considerations are the comfort, the heating and the café offer – as well as the line of sight they have into the arena. You are less relaxed as a parent if you can't see your children when they are inside the park.

**David Stalker:** Our parks are between 25,000sq ft and 35,000sq ft in size and feature a number of attractions. As well as wall-to-wall trampolines, we have reaction walls, dodgeball, airbags and basketball hoops. We also focus on making our parks friendly for parents who come and drop their children off for a session. We provide a nice café area with fast internet access, healthy foods and good quality coffee.

Oxygen's portfolio by the end of the year. "All going well, we should have 16 sites secured by October," he says. "Not all of them will be open, of course, but that should be where we are with our pipeline of sites."

Over at Jump In, West says they're not far behind. "We have five sites open, with another two launching by this summer," he tells *Sports Management*, adding the company is on target to reach 20 sites by 2020.

Other operators have plans to expand too. Air Space, which is owned by high wire adventure company Go Ape, opened its first site in East Kilbride in November 2014. There are now three Air Space parks, with more in

Oxygen Freejumping centres are between 25,000 and 35,000 sq ft, with wall-to-wall trampolines



## Aiming high

Another early pioneer is JumpArena, which opened its first UK site in December 2015 and a second in 2016. An offshoot of family-owned budget gym chain TruGym, JumpArena launched its franchise package in October 2016. The company plans to have five further franchised parks open by the end of 2017, and in total has a target of 20 sites by 2018.

"Location and demographics of the site are key," says co-founder Parm Singh. "We look for 'go to' leisure destination sites rather than warehouse locations out of town – we believe these sites have greater longevity. Within the parks, customer service and experience are key. And, of course, the safety of customers must be the industry's number one focus."

the planning. Scotland-based operator Ryze currently operates two parks in Edinburgh and Glasgow and has plans to open three more – a second site in Edinburgh, as well as parks in Dundee and London. Meanwhile, Castleford-based Gravity Trampoline Parks has so far opened six sites, mainly at existing retail or adventure centres.

The bouncing boom hasn't gone unnoticed in the public sector, either. Eastbourne Borough Council, Waltham Forest Council in London and Tameside Metropolitan Borough Council in Manchester are just three of the many local authorities that have invested in indoor trampoline parks as part of their leisure provision.

At Tameside, the new Total Adrenaline trampoline park, which opened in November 2016, forms an important part of a £20m investment project that aims to get people more physically active. "It's a great addition to our leisure provision," says Mark Tweedie, Active Tameside chief executive. "It will give local families a fantastic variety of options to choose from to have fun and get active."

### Grassroots boost?

As trampolining becomes ever more popular, will there be an increase in grassroots gymnastics participation? Will younger jumpers take up trampolining – and gymnastics – as a regular sport? David Stalker certainly thinks so.

"Definitely, 100 per cent," he says. "Depending on the size of the park, we get between 19,000 and 30,000 visitors each month – so we've received a million people through the gates since we opened our first site."

"A huge number of those are children, so to have that many kids, bouncing and enjoying themselves and saying 'I love trampolining' – I think there can't be any denying that some will end up taking it up as a sport."

He adds that there's room, however, for more cooperation between the commercial operators and the sport's governing body, British Gymnastics.

**► I think British Gymnastics is still nervous about what trampoline parks are all about ►**

"I think British Gymnastics is still a bit nervous about what trampoline parks are all about," Stalker says.

"For all the right reasons, they are purists, while we come from a commercial angle and simply want people to be active. But we do approach it as a sport too – our trampoline academies teach visitors to jump and use trampolines properly, giving them the skills and offering them the chance to improve."

A statement from Jane Allen, CEO of British Gymnastics, outlines the concerns the NGB harbours.

"Trampolining is great fun and growing in profile through achievements such as Bryony Page winning Silver at the 2016 Olympic Games," she says. "We want people to enjoy trampolining and that fantastic feeling of flying, but of course we want people to enjoy it safely."

"Performing skills like somersaults and bouncing at height is exhilarating, but it introduces risk of significant injuries if things go wrong. Therefore, our advice is to learn how to do these skills properly through qualified coaches who have industry recognised qualifications and in environments with strict safety standards."

The open jump arena is the mainstay of parks, with smaller features adding extra interest



The logo for EZ Runner is positioned in the upper left. It consists of the letters 'EZ' in white on a grey background, followed by 'RUNNER' in white on a red background. The background of the entire top section is a photograph of a trampoline park at night, with a person in mid-air in the foreground and other people on trampolines in the background.

# EZ RUNNER

Management Software

## For people who want something more

With over 20 years' experience in the leisure software industry we continue to develop software and services across many activity based businesses in the Play, Climbing and Trampoline markets. With over 150 such centres, amongst our 600 clients, and new specialised functionality being added all the time, we offer a highly versatile and flexible single solution to what is a rapidly evolving new market.

CLIENTS INCLUDE  
AirHop, Oxygen  
Free Jumping,  
Flipout and  
Jump Street

- Fully translated and available throughout Europe
- Functionality such as Integrated Till and Touch Screen Café system, CRM & Communications, Reporting, Vouchers, Membership, Loyalty Schemes
- Internal UK based Support and Development teams

Book, sign-up and pay-off debt via websites, tablets, and smart phones.  
All fully integrated into your DESIGN and your ONLINE BRAND.

T

+44 (0) 844 847 5827

W

[www.ez-runner.com](http://www.ez-runner.com)

E

[info@ez-runner.com](mailto:info@ez-runner.com)



Many parks offer trampoline-based fitness classes for adults

## FILLING UP THE MARKET

With such rapid growth occurring, how near is the sector to saturation point? Can comparisons be drawn with the five-a-side football centre market, where congestion has resulted in some of the big players slowing down their expansion plans?

"I think we're a few years off that yet," West says, and estimates that the UK market can sustain somewhere between 250 and 300 trampoline parks. He predicts, though, that the rapid expansion rate we're seeing now will eventually slow down.

"There are fewer great locations out there," West explains. "Many of the best locations have gone and operators are already becoming more selective."

Stalker agrees. "The nature of the market is similar to the bowling or cinema sectors,"

he says. "I see there being space in the UK for about 250 good quality, big sites."

He also expects the market to experience its first park closures in the near future. "The boom has taken us up to 150 sites, but if you honestly analyse those, some of the parks are at places that ultimately will be superseded by superior venues."

"When the boom started, there were a lot of independent, single-site operators opening up at out-of-the-way industrial units with limited parking. The market had a low point of entry – you could set up an indoor park for about £500,000. So it was possible for a retired couple or a couple who had made a bit of money, to go into this."

"That model is now changing, with large operators opening sites at retail parks with easy access, lots of parking and a range of

other leisure activities. Once competition begins, customers will vote with their feet."

## BOUNCING INTO THE FUTURE

While the future looks bright, both Stalker and West say that there 's no room for complacency. Both agree that for trampoline parks to be economically sustainable, they need to regularly refresh their offer.

"From a business point of view you need a well invested and thoughtfully designed experience with the opportunity to innovate", West says. "You need to stay fresh and bring in new activities – and you have to have a plan and set aside money for that."

"We always build the capacity to add in new features at each site and continue to research what is going on in the US, Europe and Australia. At every site we try to put in something that is a first for the UK."

Stalker gives an example of how Oxygen has added variety. "We've introduced dodgeball to our sites," he says. "We've even set up dodgeball leagues, so we have people regularly coming down for games. We license all our sites, so while you obviously can't drink and jump, you can play a dodgeball game and then have a beer at the end."

Looking ahead, West says the continued investment in sites will be one of the factors that will be the difference between successful sites and those that might find it hard to attract people back in. And when it comes to investments, size matters, he adds. "Adding diversity to the offer at parks is an area in which big operators will outperform the single site operators," West says. ●



▲ Stalker believes parks are a great introduction to trampolining as a sport





Designed to achieve



Email: [info@rubb.co.uk](mailto:info@rubb.co.uk) | Tel: +44 191 482 2211 | [www.rubbuk.com](http://www.rubbuk.com)

excellence in engineering





Many leisure facilities still use coin-operated lockers, which need to be adapted for the new £1 coin

## Mint condition

**The Royal Mint's new £1 coin is now in circulation. Tom Walker investigates how prepared the sports sector is for the change – and how it will affect operators who still use coin-operated lockers and changing rooms**

**T**he current £1 coin has been around for more than 30 years and, in that time, has become one of the most counterfeited coins in history. According to figures by Willings, a specialist firm that tests coins for businesses, there are around 75m fake £1 coins currently in circulation – totalling five per cent of the entire stock of 'old' £1 coins.

To eradicate the problem, the Royal Mint launched a new, 12-sided £1 coin on 28 March. Lauded as "the most secure coin in

the world", the coin boasts several features designed to make it "counterfeit-proof".

As well as its unique 12-sided appearance, it is made of two metals – nickel-brass and alloy – and has a latent image that acts like a hologram, changing from a '£' symbol to the number '1' when seen from different angles. There are also tiny inscriptions made using micro-letterings on both sides.

While the introduction of the new coin might make it nearly impossible to counterfeit, it will pose a significant

challenge for many UK businesses: how to ensure a smooth transition from old to new. The sport and active leisure sectors are particularly affected, given the high number of facilities that still rely on coin-operated locks, changing room amenities, vending machines and access control devices.

### A TIME OF TRANSITION

"The current coin will cease to be legal tender from October 2017," says Spencer Grimwood, project manager at Crown Sports Lockers. "Now is the time for sports facility operators to finalise preparations for the change to ensure a smooth transition for those using coin-operated lockers.

"There are locks that take old and new £1 coins and can be converted from coin return to coin retain."

Crown is supplying coin-operated lockers that accept the new coin. Lenzie

### New £1 coin – what you need to know

- Introduced into circulation on 28 March 2017
- Both the new and old £1 coins will be in circulation until September 2017
- Following the six month co-circulation period, the old £1 coin will no longer be legal tender



Excellent changing rooms are  
vital to the success of sport,  
leisure and fitness operations





Operators must ensure that customers are not prevented from using lockers during the transition period

Golf Club near Glasgow was one of the early adopters, having installed holdall lockers fitted with a dual option lock for its newly refurbished men's changing room.

Philip Lawrence, managing director of Ice Locker Group, adds that the introduction of the new coin – while a challenge – doesn't necessarily mean that operators must overhaul their entire coin-operated stock. "The newly shaped coins won't operate with any lockers that operators have had previously installed" he says. "But there's no need to replace all locks with a newly designed systems. There are modification kits that allow existing lockers to be adapted to suit the new coinage."

Lawrence adds that locker and changing room designers and suppliers have been working on solutions and new products since details of the new coin and its size and dimensions were revealed in early 2016.

### Do coins have a future?

**As the world goes increasingly digital, do coin-operated locks, vending and access systems have a future?**

#### **Bev Sharpe, director, Simple Locking Solutions:**

"Coin locks are still popular – but their market share is being steadily eroded. Technology is constantly improving and the public now view hi-tech solutions as standard. They expect simple-to-use products that are robust and reliable. Coin locks can feel dated in some new sites. Ten years ago we probably sold five of our transponder systems – which use a non-contact chip for locking – per year. We're currently installing around five systems a month."

#### **Daniel Jones, sales director, Safe Space Lockers**

"I think coins will always have a future but also that operators are trying to offer alternative lock mechanisms where possible. It fundamentally will always come down to what sort of facility is operated and the budget. I would say for us, coin mechanisms are still about 10 per cent of our new installations."



# SAFE SPACE

THE CHANGING ROOM EXPERTS

- LOCKERS
- LOCKING SYSTEMS
- CUBICLES
- WASHROOMS
- SERVICING
- DESIGN
- SERVICE

NEW CHANGE IS COMING  
TO YOUR LOCKERS  
NEW £1 COIN LAUNCH MARCH 2017



Contact us today for further information: T: 0203 651 1500 E: [info@safespacelockers.co.uk](mailto:info@safespacelockers.co.uk)

[www.safespacelockers.co.uk](http://www.safespacelockers.co.uk)

## MEET CROWN'S PROJECT TEAM



*"Continuity of contact for the client is one of the most critical aspects of delivering a successful scheme"*

*Sam, Crown Sports Lockers*



*"A flexible approach always helps when fine-tuning a project if client requirements shift"*

*Spencer, Crown Sports Lockers*

- Changing Rooms
- Spa Treatment Rooms
- Washrooms
- Receptions
- Bench Seating

**CROWN<sup>1</sup>**  
SPORTS LOCKERS

- Company founded in 1990
- UK Manufacturer
- AutoCAD design
- Designated project manager
- ISO9001:2008 & 14001:2004

[sales@crownsportslockers.co.uk](mailto:sales@crownsportslockers.co.uk) - 01803 555885 - [crownsportslockers.co.uk](http://crownsportslockers.co.uk)





There's been a substantial increase in the installation of new lock mechanisms

**“THE PRIORITY SHOULD BE TO ENSURE SPORTS AND LEISURE BUSINESSES DON'T RISK LOCKING THEIR OWN CUSTOMERS OUT AFTER PEOPLE GET RID OF THE OLD £1 COINS”**

“We started to look at ways that leisure customers could implement the changes necessitated by the introduction of the new £1 coin as smoothly as possible,” he says.

“This involved working closely with the lock manufacturers as well as contacting all of our clients to inform them of the change and its implications. Among our solutions are locks that accept both the old and new £1 coins, which will definitely make the transition as painless as possible.”

### READY FOR CHANGE

While leisure suppliers can offer solutions to deal with the switchover, how ready is the UK's leisure sector for the new coin? There has been widespread concern in other areas of industry – such as retail – that consumers will come across situations where they will be unable to use their new £1 coins. Supermarket trolleys, photo

booths and parking meters are just a few of the everyday examples where compliance is currently less than 100 per cent.

According to Daniel Jones, UK sales director for Safe Space Lockers, the sports and leisure industry will be no different. “While most operators are now aware of the change and have come up with solutions best suited to their operations, I think there will be teething problems within the first few months,” he says. “Not all locks have been adapted yet, so there will be a period of crossover where people will still need to use the old coin in the locks.”

Crown's Spencer Grimwood agrees and adds that sports and leisure companies will need to ensure that, as the old coins are phased out, customers who no longer have them will not be prevented from accessing facilities. “The changeover should be smooth, as long as facility operators give

themselves enough time to specify lockers taking the new coin, Grimwood says.

“The priority should be to ensure sports and leisure businesses do not risk locking their own customers out after people get rid of the old £1 coins. Sites may find there are access issues well before September. In this switchover period between March and September, being able to accept old and new £1 coins is the better option to ensure a smooth transition occurs.”

While not every facility is compliant yet, there's evidence that operators were speeding up their actions, as the time for the introduction of the new coin drew closer.

“We've seen a substantial increase in demand for lockers that accept the new £1 coin in recent months,” says Lawrence.

“We expect this rush to continue in the run up to when the phasing out of the old coin is complete, in October.” ●





## We accept change, do you?

The new £1 coin has finally arrived. Although the existing coin is still valid tender until October 15th, the new £1 is already causing problems. Drivers are unable to use them in car park meters, supermarket trolleys can't be unlocked, vending machines don't recognise them and you can't use lockers in the gym.

Don't panic, DOM-UK Ltd has it all covered. DOM-UK Ltd have been actively working to address this problem for several years by developing a new internal mechanism for the Omega coin operated range. All locks produced from 2016 onwards are fully compatible with the existing and new £1 coin, future proofing your investment and making it hassle free for your customers.

The new Omega range also use the same fittings so installation is quick, easy and simple. Perfect for wet and dry environments with strong anti snap reversible

key technology, these products are designed to last for years to come.

Globally, the need for more advanced security is an ever growing requirement for any business especially when technology is advancing so quickly. Electronic locking solutions are a great option if you are looking to move away from the traditional mechanical coin operated lock, and DOM-UK Ltd have an impressive range.

Within their electrical TRONIC locking solution, they have the TRONIC Pro. A keypad lock that is fully programmable and adaptable to meet your needs. If keypad locks aren't meeting your requirements, their fully programmable TRONIC Mifare is compatible with data on card or even wristbands, which are perfect for swimming pools. The full TRONIC range are IP65 rated and available in a choice of colours.

For more information call us on: 0121 569 7790



[dom-security.co.uk](http://dom-security.co.uk)

## TVS SPORTS SURFACES



**WE HAVE SURFACES & ELASTIC LAYERS FOR:**

- FOOTBALL ■ HOCKEY ■ SPORTS HALLS
- TENNIS ■ MULTI-USE GAME AREAS

Tel: +44 (0) 1706 260 220

Email: [sales@TVS-SportsSurfaces.com](mailto:sales@TVS-SportsSurfaces.com)

Web: [www.TVS-SportsSurfaces.com](http://www.TVS-SportsSurfaces.com)





# On a roll

**With a million people waiting to join gymnastics programmes, we talk to David Marshall, British Gymnastics' participation director, about growth and the organisation's grassroots strategy**

## **What's happening in gymnastics?**

British Gymnastics is on a roll. Participation and membership numbers are rising, fan numbers are increasing and our medal-winning British Team has never been so prolific in its success.

As one of the most successful sports governing bodies in the UK, we're thrilled with what's been achieved. It's a remarkable time to be involved and we're proud of the part we've played in driving the development, delivery, promotion and success.

We don't judge success just in terms of medal tables and viewing figures. Because for every high performance athlete chasing gold, there are playgrounds full of youngsters attempting their first handstand. There are local competitions and festival displays where the reward is the joy of performing and taking part, resulting in rocketing self esteem.

## **Is participation growing?**

Participation in gymnastics is at an all-time high, with growth highlighted by Sport England's recent Active People Survey results and supported by our own

data. There are now 1.1 million people taking part in gymnastics each month, and nearly 330,000 holding British Gymnastics membership to either participate or deliver gymnastics. Last year, we celebrated the fact that there are 100,000 more 'recreational' gymnast members taking part than there were in 2012.

A recent survey into demand for gymnastics showed there are even more individuals who would like to participate, with over one million people on waiting lists in the UK. We want to address this latent demand and our 2017-2021 strategy focuses on building capacity.

We're committed to supporting registered clubs and we'll also form new delivery partnerships to help create significant extra capacity. We've developed an initiative aimed at partners with no gymnastics background. This 'off-the-shelf' gymnastics product (Jump into Gymnastics) gives kids a great experience of gymnastics and satisfies the leisure market needs.

## **What grassroots programmes are there?**

Our 2013-2017 participation strategy concentrated on retention by reducing dropout that occurs in

**“We’re devoted to the highest standards, while at the same time always keeping the focus firmly on the joy of taking part”**

**David Marshall,**  
British Gymnastics’  
participation director



the sport at around nine years-old and older. New gymnastics-based activities and programmes were developed and introduced, targeting identified segments with specific motivations. For example, FreeG – freestyle gymnastics – was launched for teens who wanted to learn cool skills but without the rules or restrictions of more traditional gymnastics. We included this in our events and festivals calendar to provide an opportunity to perform without the pressure of technical scoring.

The retention strategy has been successful, with the 11-13 age group increasing from 17,500 to 34,000 participants over the last four-year cycle. Last year, 8,000 gymnasts took part in the new event and festival opportunities – an incredible increase of 300 per cent, as compared to 2015.

### **How do you encourage children to get involved in the sport?**

We’re devoted to the highest standards, while at the same time always keeping the focus firmly on the joy of taking part. We recognise that not everyone who takes part in the sport has an ambition to be an Olympic athlete. Recreational gymnastics is an area of increased focus for us and we plan to build greater awareness of recreational opportunities. Recreational members increased by 13 per cent in 2016 and we are very keen to see this trend continue.

In the latest government funding solution, we presented new research to Sport England and were pleased that they recognised the important role that gymnastics can play in providing children with foundation skills, and its wider contribution to their ‘Towards an Active Nation’ strategy.

The research also included insight gathered from the representatives of ten different sports, who all identified positive outcomes for their sport, which were gained as a result of gymnastics participation. We intend to promote these benefits and show how gymnastics can help children develop physical competence and a positive attitude towards sport.



### What does the elite pathway look like?

We support a talent pathway and national programme within nine disciplines. Each discipline has a different pathway to elite level and the level of support at each stage varies enormously due to factors such as: the number of gymnasts competing domestically; whether the discipline is in the Olympics or Commonwealth Games or has a World Championships; whether there is investment from UK Sport and Sport England; and where Great Britain is ranked in the discipline internationally.

Despite these differences, generally gymnasts start being selected into regional and national squads from the age of nine. Selection is based on trial days, their performance results from the National Development competition pathway and their technical competencies.

### How do you attract new groups of people?

We have several initiatives. For example, we've invested in a disability gymnastics programme to develop more high-quality opportunities for disabled people. There are now more than 230 clubs offering gymnastics to people with physical or learning disabilities, sensory impairments or health conditions.

The newly-formed British Gymnastics Foundation improves access to gymnastics for those who may otherwise struggle to engage with the opportunities

▲ **The new Jump into Gymnastics programme aims to give children a great first experience of the sport**

on offer and the benefits. It works with schools, organisations and communities delivering bespoke programmes, inspirational gymnastics experiences and leadership courses.

Last year, the foundation provided financial assistance to 47 British Gymnastics members, implemented a very successful Age- and Dementia-Friendly Gymnastics pilot programme that reached over 150 people and worked with a number of special schools engaging over 170 children.

### How do you engage with the UK gymnastics community?

We actively engage with our communities and invest in staff, infrastructure, technology and initiatives to deliver on this. Major championships and education strategies bring us into contact with many thousands of fans, parents, participants, coaches, clubs and officials, either face-to-face or via new technologies and communication platforms.

We have additional programmes that aim to nurture volunteers and young people who want to get involved in the sport beyond participation. This may involve coaching, judging and working in their club or at events. We also offer young people opportunities to develop their leadership skills through



▲ British Gymnastics holds local competitions and festival displays where the focus is on enjoyment, rather than scoring

the My Leadership Programme, which is active in over 390 clubs and provides a wealth of benefits.

### Does British Gymnastics partner with other organisations?

There is a very strong club network across the UK and we're working with new leisure providers and local authorities to increase recreational opportunities. We've formed new partnerships such as coaching providers in schools and other community sports and partnerships. We want to work with those who can help us achieve our goal of increasing capacity and share our vision to deliver a high-quality gymnastics experience.

New brand and commercial partnerships have also been formed, helping us to really grow the sport and its wider profile. These include a partnership with Matchroom Sport, which saw the World Cup of Gymnastics staged at the O2 Arena in London in April, and also televised on Sky Sports.

Sport England, UK Sport and National Lottery funding remain key to helping create lasting success for the sport of gymnastics. We also work closely with Gymnastics Northern Ireland, Scottish Gymnastics and Welsh Gymnastics.

### What is your facility strategy?

Our Facility Strategy 2017-21 focuses on:

- Increasing capacity through clubs, leisure providers and other delivery partners.
- Guiding funding and investment throughout the United Kingdom; from our own funding streams as well as from Home Country Sports Councils, Local Authorities and other potential funders.
- Maintaining and improve the quality of facilities and equipment within existing delivery partners.
- Developing insight, understanding and direction that relates to all the ways that facility developments can contribute towards other British Gymnastics strategic priorities including our High Performance and the Competition Pathway.

### Did Rio 2016 impact participation?

Last year ended with interest in gymnastics at an all-time high. Our website, [www.DiscoverGymnastics.uk](http://www.DiscoverGymnastics.uk), which helps people to find their local club, notched up a record 712,000 visits in 2016. Our Gymnastics British Championships and the World Cup of Gymnastics also enjoyed record attendance figures. ●





**WEARABLES THAT  
DRIVE ROI.  
GET RESULTS  
WITH MYZONE®.**

MYZONE® app now available on



©MYZONE® 2016. All Rights Reserved.

UK: +44(0)115 777 3333 | [info@myzone.org](mailto:info@myzone.org)

[myzone.org](http://myzone.org)



According to their recent industry survey, ACSM has officially named 2017 the year of wearable technology for the second year running. Contact MYZONE® to learn how to enhance paid programming, lengthen member retention through gamification, and drive ROI by increasing new member engagement in the first 90 days.



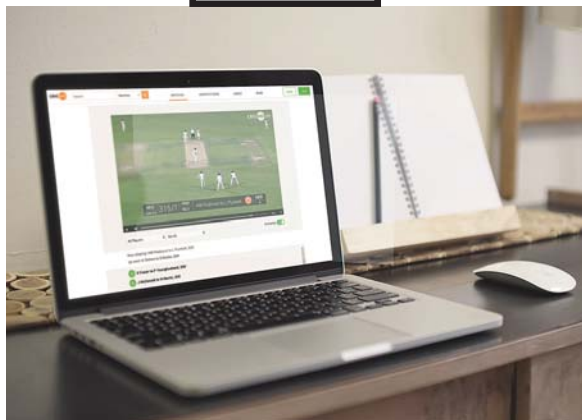
# PRODUCT INNOVATION

Lauren Heath-Jones takes a look at the latest technology and innovation currently making waves across the world of sport

## Kevin Roberts of CricHQ announces collaboration with My Action Replay



The platform will allow the delivery of a viewing experience similar to that of pro-cricket clubs



For full company and contact details of any of the products and services featured here, please visit [www.sport-kit.net](http://www.sport-kit.net)



Kevin Roberts of CricHQ

CricHQ, the world's largest digital platform for cricket organisations, will integrate My Action Replay video capture technology into its digital platform.

The integration will enable cricket teams to stream matches with live match data and share highlight reels and action replays using CricHQ. Users will also be able to search for and review video coverage of individual players.

The platform will also allow cricket organisations to deliver a viewing experience similar to that of professional cricket clubs. This new feature intends to meet increasing demand from cricket organisations for video capture, recording and live-streaming of recreational cricket matches.

CricHQ chair Kevin Roberts said: "CricHQ will integrate with My Action Replay so it can be indexed, which means that players and fans can watch the footage they want, when they want it, and on any device. Live streaming will have contextual infographics such as scores and data more extensive than what is currently provided on TV."

Barnaby Kent, founder of My Action Replay, said: "Combining video, scoring and match data in real-time means that the viewing experience for cricket fans will be so much better."

**SPORT-KIT KEYWORD**  
**CRICHQ**



The Original Series MK2 model features a cloth-covered helmet with a titanium grille

## Gareth Roberts of Warwickshire CCC says Masuri will supply club with new OS2 helmet

Masuri will become the official helmet supplier for Warwickshire County Cricket Club (CCC) after signing a four year deal. Masuri will supply its latest line of Original Series MK2 helmets in navy and yellow to the Warwickshire and Birmingham Bears clubs respectively.

The Original Series MK2, which launched earlier this year, is a traditional cloth-covered helmet featuring a titanium grille. It is designed to be lightweight and comfortable to wear while still offering a high level of protection. The helmet offers single-shell protection and is lined with soft cell foam designed to contour to the wearer's head, ensuring a snug fit, without the need for an adjustor.

Gareth Roberts, commercial director at Warwickshire CCC, said: "Working with Masuri



Gareth Roberts of Warwickshire County Cricket Club

ensures that we provide our players with one of the safest and most comfortable helmets that's available in the game."

Masuri will also be supplying Warwickshire CCC with its 'high-performance' Vision Series helmet.

Both helmets are available at Warwickshire CCC's Edgbaston shop as a retail line, and clubs can personalise the helmets with their own club logo.

**SPORT-KIT KEYWORD**  
**MASURI**



Masuri will supply its latest line of Original Series MK2 to the Warwickshire and Birmingham Bears clubs

# CREATING UNIQUELY STYLISH GYM CHANGING ROOM FACILITIES



"Sleek, beautiful and stylish lockers -  
produced in no time for us! Changing  
facilities worthy of a champion"  
Olia Sardarova, Managing Director, BXR London

**BXR**  
LONDON

Ridgeway are specialists in design, manufacture and  
installation of bespoke changing room furniture.

Our talented team of craftsmen are proud to have  
worked with many of the finest gyms in the world, and  
our installations have earned us a reputation for quality,  
reliability, consistency, service and style.

To enhance your changing rooms,  
get in touch with us today

**0870 420 7818**

[sales@ridgewayfm.com](mailto:sales@ridgewayfm.com)



**RIDGEWAY**  
furniture manufacturing

[www.ridgewayfm.com](http://www.ridgewayfm.com)





The pull-on hijab is made from a layer of Nike's power mesh

## Amna Al Haddad thrilled by Nike's launch of Pro Hijab for Muslim athletes

The Nike Pro-Hijab has been in development for the past year and is due to be released in early 2018.

The pull on hijab is made from a single layer of Nike's power mesh and features adjustable elastic binding that allows the wearer to adapt the hijab to her requirements and sport. It also has a long back to prevent it from coming untucked.

Nike consulted with Amna Al Haddad, an Olympic qualifying weightlifter from the UAE, and other Muslim pro-athletes, including figure skater Zahra Lari, to ensure that the hijab achieved a high level of performance while still meeting cultural requirements.

Al Haddad said of the hijab: "It's revolutionary and will change the face of sport for Muslim women who cover. It's going to inspire girls worldwide to follow their passion for sports without feeling limited."



**Weightlifter Amna Al Haddad helped advise on the design**

Previously the lack of sport-appropriate clothing available for hijab-wearing Muslim women has meant that Muslim athletes have had to compete in traditional cotton hijabs, which have the potential to impede performance and retain water, so will get wet and stay wet as the athlete sweats.

To combat this, Nike's power mesh fabric wicks away moisture and keeps the wearer dry.

**SPORT-KIT KEYWORD**

**NIKE**



Nike consulted with many Muslim athletes, including pro figure skater Zahra Lari



# Say hello to TufNut™

## Tyre training with a twist

There's six sides to this innovative story. In fact, it's just the right shape to help your members get into the right shape. TufNut™ gives you all the challenges of a tyre with all the control you want. Various weights are available – so you can jump, flip, roll, lift, push and pull until your heart and muscles are content.

Jordan®

[www.jordanfitness.com](http://www.jordanfitness.com)

## Paul Morris of Technogym on new smart trainer for cyclists

Technogym has released a new training solution set to transform outdoor cycling. MyCycling combines a hi-tech smart trainer with an app to develop personalised training. It also features Technogym Neuromuscular Training (TNT), a unique training system designed to increase neuromuscular and metabolic functions in order to improve outdoor cycling performance.

Technogym's Medical and Scientific Research Centre collaborated with physiologists, coaches, athletes and trainers to create the TNT system.

The smart trainer provides stability during training and has an electro-mechanical brake with precision control, a torque sensor to measure power with a precision tolerance of +/- 1 per cent and optical sensors to analyse thrust.

MyCycling's companion app connects to the smart trainer via Bluetooth, with users placing their smartphones on the handlebar support to start training.



Paul Morris of Technogym

The MyCycling app features personalised programmes, consisting of 40-70 minute training sessions. Users undertake two preliminary indoor tests to determine anaerobic power. The results are used to create an 18 week personalised training plan.

Paul Morris, consumer sales and marketing director at Technogym, said: "We wanted to make a solution to help cyclists and turbo trainer users take their performance to the next level through personalised programmes and intuitive feedback."

SPORT-KIT KEYWORD

TECHNOGYM

**We wanted to make a solution to help cyclists to take their performance to the next level**

”

MyCycling combines a high-tech smart trainer with an app for personalised training



## The Sports and Play Construction Association, SAPCA, is the recognised

trade organisation for the sports and play facility construction industry in the UK. SAPCA fosters excellence, professionalism and continuous improvement throughout

the industry, in order to provide the high quality facilities necessary for the success of British sport. SAPCA represents a wide range of specialist constructors of natural and synthetic sports surfaces, including both outdoor and indoor facilities, from

tennis courts and sports pitches to playgrounds and sports halls. SAPCA also represents manufacturers and suppliers of related products, and independent consultants that offer professional advice on the development of projects.

## PRINCIPAL CONTRACTORS

**CHARLES LAWRENCE**  
SURFACES

tel: +44(0)1636 615866  
www.charleslawrencesurfaces.co.uk

AB C D O Q

**Charles Lawrence Tennis Courts**  
4 Rupert Law Close, Quorn,  
Loughborough, Leicestershire LE12 8PE

Tel: 0800 294 8066  
Fax: 01509 558691  
email: alicourts@btinternet.com

AD I J K P

**The Chiltern Group**  
Sports | Construction | Electrical  
Chiltern Sports Contractors Limited

Honours Yard, Lodge Lane, Chalfont St Giles, Bucks, HP8 4AJ

T: 01494 766673 F: 01494 766674  
E: sports@thechilterngroup.co.uk  
www.thechilterngroup.co.uk

AD I J K O P Q S

**CLS SPORTS** Natural & Synthetic Sports Facility Specialists

Design • Construction • Maintenance

01642 488328 | info@cls-sports.co.uk  
www.cls-sports.co.uk

AB C D E F O Q S

**etc sports**

Design, Build & Maintain the Finest Tennis Courts & Sports Surfaces

01621 85 86 86  
www.etcports.co.uk

AB D

**Fosse Contracts Ltd**  
28 Cannock Street  
Leicester LE4 9HR

Tel: (0116) 246 0500 Fax: (0116) 246 1561  
Email: info@fossecontracts.co.uk  
www.fossecontracts.co.uk

AD I J K O P S

**HUNTER** Hunter Construction (Aberdeen) Ltd,  
Centaur House, Thainstone Business Park,  
Inverurie AB51 5GT

Tel: 01467 627290 Fax: 01467 625791  
E-mail: info@hunter-construction.co.uk

B D

**Kestrel** Natural & artificial sports pitch specialist

044 (0)1256 880488  
info@kestrelcontractors.co.uk  
www.kestrelcontractors.co.uk

B E

**LAND UNIT CONSTRUCTION LIMITED**  
ESTABLISHED 1972

NATURAL SPORTS GROUND CONSTRUCTION  
Tel: 01908 260217 Fax: 01908 261659  
Email: sales@landunitconstruction.co.uk  
www.landunitconstruction.co.uk

E

**McARDLE SPECIALISTS IN SPORTS PITCH CONSTRUCTION**

Design and construction of 3G football & rugby pitches, all-weather hockey surfaces, multi-use games areas, athletics tracks and more, for sporting clubs, local councils, universities, colleges & schools

T: 01491 827810  
E: enquire@mcardlesport.co.uk  
www.mcardlesport.co.uk

B C D

**O'BRIEN** Contractors Limited

SPORTS PITCH CONCEPT TO CONSTRUCTION

Tel: 01926 423918  
www.obriencontractors.co.uk

AB C D E Q

**PLATT CONSTRUCTION** Plant Construction Limited

Unit 32, Glynd Close, Howden Industrial Est, Manor Lane, Howden, CH5 3PZ

T: 01244 533184  
F: 01244 533184  
E: Sales@plattconstruction.co.uk

www.plattconstruction.co.uk

AD J K P Q

**polytan**

**POLYTAN SPORTS SURFACES LIMITED**  
Phone: 0845 224 1416 Fax: 0845 224 1617  
Email: info@polytan.com  
www.polytan.de/en

B C D O

**S&C SLATTER LTD** Rept-Play & Learning

Newbury Berkshire  
t: 01635 34521  
www.sandcslatter.com  
info@sandcslatter.com

SUPPLY AND INSTALLATION OF SURFACES AND EQUIPMENT FOR: • Multi-Sport Facilities • Cricket Facilities • Play and Educational Facilities

D F

**SAPCA MEMBER**

**LOOKING FOR A SUPPLIER?**

**INTERESTED IN BECOMING A SAPCA MEMBER?**

Tel: 024 7641 6316  
Email: info@sapca.org.uk  
www.sapca.org.uk

**Design, Build and Maintenance Service for all Sports Surfaces**

**SMITH CONSTRUCTION** The way you build is better

For help & advice call us on 01529 461 500  
Email: info@smithsportscivils.co.uk  
Web: www.smithsportscivils.co.uk

AB C D F Q S

**Quality contractors at affordable prices**

**WHITE HORSE CONTRACTORS**

tel 01865 736272  
www.whitehorsecontractors.co.uk

B D E

# ANCILLARY CONTRACTORS, MANUFACTURERS & SUPPLIERS



**B&L Fencing Services Ltd**  
 Tel: 01527 882101  
 Fax: 01527 882123  
[www.blfencing.co.uk](http://www.blfencing.co.uk)  
 Fencing Specialists to the Sports Industry

**J**



Bridome Ltd, The Courtyard, Wisley, Surrey GU23 6QL  
 Tel +44 (0)1932 350365 Fax +44 (0)1932 350375  
 e. info@bridome.com w. www.bridome.co.uk

**L**



**BRITANNIA**  
 ADVANCED COATING SYSTEMS  
 T: 01606 834015  
 E: sales@britanniapaints.co.uk  
 www.britanniapaints.co.uk

**M P**



Sports flooring · Sports surfaces  
**Tracks for champions**  
 [www.berleburger.com](http://www.berleburger.com)  
 Tel: 01422 200 143  
 Email: maguirebswuk@aol.com

**O**



**Collinson**  
 SPORTS FACILITIES  
 Tel: 0800 9886370 [www.collinson.co.uk](http://www.collinson.co.uk)

**L**



**CopriSystems**  
 covering technology  
 01380 830 697 [www.coprisystems.com](http://www.coprisystems.com)

**L**



**COVAIR**  
 LEADING AIR DOME MANUFACTURERS  
 T: 01883 743988 F: 01883 744076  
 E: johnwright@covairdomes.co.uk  
[www.covairdomes.co.uk](http://www.covairdomes.co.uk)

**L**



**Sports Lighting Specialists**  
[www.cuphosco.com](http://www.cuphosco.com)  
 Design · Manufacture · Install · Maintain  
 Tel: 01920 860600  
 Fax: 01920 485915  
 Email: sports@cuphosco.co.uk

**K**

**Leading in Artificial  
 Turf Systems** 

Phone: +31 (0) 384250050  
 E-mail: info@edelgrass.com  
[www.edelgrass.com](http://www.edelgrass.com)

**O**



Suppliers of Adhesives  
 for all applications in  
 the sports surface industry  
 Tel: 01889 271751  
[www.envirostik.com](http://www.envirostik.com)

**G**

## KEY

- A** Tennis Courts
- B** Synthetic Pitches
- C** Athletics Tracks
- D** Multi Sports
- E** Natural Sportsturf
- F** Play Surfaces
- G** Adhesives
- H** Aggregate Producers
- I** Equipment Suppliers
- J** Fencing Systems
- K** Floodlighting
- L** Indoor Structures
- M** Paint Manufacturers
- N** Screening/Windbreaks
- O** Sports Surface Suppliers
- P** Surface painting/Line Marking
- Q** Civil Engineers & Groundworks
- R** Irrigation & Pumping
- S** Maintenance
- T** Professional services



**FieldTurf®**  
 A Tarkett Sports Company  
 Tel: +44 (0) 131 629 0437  
[www.fieldturf.com](http://www.fieldturf.com)

**O**

**MULTI-USE SPORTS  
 FLOORING FOR ALL  
 ROUND PERFORMANCE** 

Call: +44 01926 622600  
 Email: contractuk@gerflor.com  
 Visit: [www.gerflor.co.uk](http://www.gerflor.co.uk)

**O**

The leading manufacturer of netting,  
 posts & sports ground equipment



**Harrod UK**  
[www.harrod.uk.com](http://www.harrod.uk.com) Tel: 01502 583515

**I**

**HEXA SPORTS**  
 Manufacturers of high quality sports  
 equipment and tennis court products  
 T: 0121 783 0312  
 F: 0121 786 2472  
 E: sales@hexasports.co.uk  
[www.hexasports.co.uk](http://www.hexasports.co.uk)

**I**

**luminance pro**  
 lighting systems  
 floodlighting systems  
 T: 01276 855 666  
[www.luminancepro.co.uk](http://www.luminancepro.co.uk)

**K**



**MARK  
 HARROD**  
 PRODUCTS FOR SPORT  
 01502 710039 · [www.markharrod.com](http://www.markharrod.com)

**I**



**MRI  
 POLYTECH**  
 Polyurethane Systems built to ADAPT  
 Tel: +44 (0)1625 575737 [www.mri-polytech.com](http://www.mri-polytech.com)

**O**



# ANCILLARY CONTRACTORS, MANUFACTURERS & SUPPLIERS CONTINUED

**PLANT FENCING**  
Sports Fencing Specialists

www.plantfencing.com  
T: 01780 740 940 E: enquiries@plantfencing.com

L

Murfitts Industries Ltd  
Station Road, Lakenheath, Suffolk IP27 9AD

Tel: 01842 860220  
Fax: 01842 863300  
Email: info@murfittsindustries.com

O

**NEPTUNUS**  
structures

Temporary buildings

www.neptunus.co.uk

L

**PROGAME**

www.progame-shockpads.com

Contact: Martin Laidler - Sales Manager  
Tel: 07831 178690  
Email: mlaidler@trocen.com

O

**REPLAY**  
PRESERVING PLAY

01636 640506 info@replaymaintenance.co.uk  
www.replaymaintenance.co.uk

MAINTENANCE FOR SYNTHETIC SPORTS SURFACES

I P S

**RUBB**  
BUILDING SYSTEMS

we will never stop innovating

www.rubb.co.uk

L

**SIS**

Market leaders in the manufacture, supply, installation & maintenance of synthetic and natural sports surfaces.

Tel: 01900 817837 Email: sales@sispitches.com  
www.sispitches.com

B D E J K O P Q R S

**SPORTS LABS**  
surface testing & consultancy

Tel: 0845 602 6354  
Email: louise@sportslabs.co.uk  
Web: www.sportslabs.co.uk

T

Celebrating 20 years providing durable, resilient & quality multi use sports floors

**SPORTS SURFACES LTD**

01244 321200  
info@sportssurfacesuk.com  
www.sportssurfacesuk.com

O

**Synthetic multi-sport surfaces**

Northern Office  
11 Enterprise Way  
Jubilee Business Park  
Derby, DE21 4BB  
0800 587 0290  
info@sport-top.co.uk

**SPORT-TOP** www.sport-top.co.uk  
INVEST IN BETTER PLAY SURFACING, FROM THE GROUND UP.

K S

**STRI**

Sports Turf Research Institute  
DESIGN & ADVICE FOR SPORTS SURFACES

t: +44 (0)1274 565131  
e: info@stri.co.uk  
www.stri.co.uk

T

**TECHNICAL SURFACES**

Synthetics sports pitch maintenance experts

tel:// 08702 400 700 fax:// 08702 400 701  
email:// info@technicalsurfaces.co.uk  
web:// www.technicalsurfaces.co.uk

S

**TigerTurf™ UK LTD**

t: +44 (0)1299 253966  
e: ukinfo@tigerturf.com  
www.tigerturf.com

O

**VELDEMAN** Sports Buildings  
STRUCTURE SOLUTIONS

+44 28 9264 8344 | sport@veldemangroup.com  
www.veldemangroup.com

L

**WHITE LINE SERVICES**

Cleaning, lining and resurfacing of sports surfaces

T: 01342 851172  
E: info@white-line-services.com  
www.white-line-services.com

I P S

**THE SPORTS AND PLAY CONSTRUCTION ASSOCIATION CAN BE CONTACTED ON:**

Tel: 024 7641 6316  
Email: info@sapca.org.uk  
www.sapca.org.uk

**SAPCA MEMBER**



# SPORTS MANAGEMENT DIRECTORY

To advertise, call now on +44 (0)1202 742968 email: [johnchallinor@leisuremedia.com](mailto:johnchallinor@leisuremedia.com)

## AV/Lighting/Sound

### Lightmasters

01480 407727

[info@lightmasters.co.uk](mailto:info@lightmasters.co.uk)  
[www.lightmasters.co.uk](http://www.lightmasters.co.uk)

- Wireless Cardio Cinema
  - Wireless Audio for Spin Classes
  - Full PA & AV Systems
  - LED & Fibre Optic Lighting Systems
- Finance Package Available

lightmasters uk ltd.

## Temporary or non-traditional structures

### Temporary buildings



[www.neptunus.co.uk](http://www.neptunus.co.uk)



## Exercise equipment

### COME OUTSIDE & PLAY

Taking fitness outside is just one step in the Life Fitness evolution.

[LifeFitness.co.uk](http://LifeFitness.co.uk) | 01353 666017  
Follow the evolution at [lifefitness.co.uk/bluesky](http://lifefitness.co.uk/bluesky)

© 2014 Life Fitness, a division of Brunswick Corporation. All rights reserved.  
Life Fitness is a registered trademark of Brunswick Corporation.

DESIGN  
CONNECT  
EVOLVE

LifeFitness

WHAT WE LIVE FOR

## Outdoor furniture

Call 01949 862920

[www.leisurebench.co.uk](http://www.leisurebench.co.uk)

### QUALITY COMMERCIAL FURNITURE



#### CHOOSE LEISUREBENCH FOR:

- ✓ QUALITY ✓ VALUE
- ✓ RELIABLE SUPPLY
- ✓ EXCELLENT SERVICE
- ✓ ENGRAVING & PLAQUES
- ✓ 2 YEAR GUARANTEE

For full range visit [www.leisurebench.co.uk](http://www.leisurebench.co.uk)

LeisureBench  
QUALITY COMMERCIAL PRODUCTS

Ready for a new experience?



[precor.com](http://precor.com) • 08448 480101 • [info@precor.com](mailto:info@precor.com)

## Sports equipment suppliers & manufacturers



**MARK HARROD**  
PRODUCTS FOR SPORT



We also supply products for athletics, badminton, basketball, cricket, handball, lacrosse, netball, rounders, table tennis, tennis, and volleyball.

Call for more info or request our catalogue

**01502 710039**  
or visit [www.markharrod.com](http://www.markharrod.com)

BE SEEN BY OVER 5,500 **ACTIVE BUYERS** IN EACH ISSUE

To advertise here, call John now on +44 (0)1202 742968

Email: [johnchallinor@leisuremedia.com](mailto:johnchallinor@leisuremedia.com)

To advertise, call now on +44 (0)1202 742968 email: [johnchallinor@leisuremedia.com](mailto:johnchallinor@leisuremedia.com)

**Sports equipment suppliers & manufacturers (continued)**

**PRICES INCLUDE FREE DELIVERY** to England, Wales and southern Scotland\*

**THINK SPORTSEQUIP**

Save Time, Save Money, buy your tennis court equipment online from sportsequip.co.uk

Think sports equipment, think sportsequip

Tel: 01856 545789 | info@sportsequip.co.uk | www.sportsequip.co.uk/tennis

**sports flooring**

**DORRELL**

SPORTS FLOOR CARE

SANDING | SEALING | COURT MARKINGS  
NATIONWIDE SPECIALISTS

Tel: 01684 567504  
Email: info@peterdorrell.co.uk  
www.peterdorrell.co.uk

**TARAFLEX**  
SPORTS

High Performance Fitness Flooring  
Recognised Brand Trusted Quality

www.gerflor.co.uk

**Gerflor**  
the flooring group

**sports lighting**

the night sky in safe hands

Tel: 01623 511111  
Email: sales@abacuslighting.com  
www.abacuslighting.com

**Abacus**  
LEADER IN LIGHTING

More courtesy of Chatter Group Sports Ltd

Sports Lighting Specialists  
www.cuphosco.com

Design . Manufacture . Install . Maintain

Contact us now for your Free Lighting Design

**CU Phosco**

Tel: 01930 806000  
Fax: 01930 460955  
Email: enquiries@cuphosco.co.uk

**Sports lighting (continued)**

tennis hockey football netball rugby cricket  
basketball  
athletics  
skate parks  
muggas

**luminance pro**  
lighting systems

LED & Sports Floodlighting  
Indoor and Outdoor

Tel: 01276 855666  
info@luminancepro.co.uk  
www.luminancepro.co.uk

**HiLux™**

**Sports retail**

**SRS Leisure**

YOUR COMPLETE RETAIL SOLUTION

CELEBRATING 25 YEARS

PROUDLY SUPPLYING

**POOL**

0121 550 2700  
sales@srsleisure.com  
www.srsleisure.com

**Sports surfaces & maintenance**

The new **3 R's**

**REPLAY.**  
PRESERVING PLAY

MAINTENANCE FOR SYNTHETIC SPORTS SURFACES

info@replaymaintenance.co.uk 01636  
www.replaymaintenance.co.uk 640506

**REPAIR**  
**REVIVE**  
**REJUVENATE**

**SMG Pioneer and Leader in Track & Turf Equipment**

YutaMatic M800B  
PianoMatic P92B  
StrukturMatic S122

Available on the App Store

SMG Sports Management GmbH  
20050 Herten, Germany  
Tel: +49 236 90 10 10  
www.smg-gmbh.de

**WHITE LINE SERVICES**

Cleaning, lining and resurfacing of sports surfaces

T: 01342 851172  
E: info@white-line-services.com  
www.white-line-services.com

# SPORTS FACILITIES MANAGER

**Salary:** H8 plus Fringe Allowance (£26,273 - £28,782 per annum)

**Hours:** Full time, 37 hours per week, to include every other weekend

**From:** June 2017

## Overview

Ashlyns School is a popular and over-subscribed secondary school which plays a pivotal role in Berkhamsted's community. The school was rated 'Good' by Ofsted in September 2014 and has over 1200 students on roll.

The school developed an impressive Sports Centre project in 2012 to gain valuable activity areas for the increasing student numbers. The complex currently includes a new sports hall, pump track, dojo, all weather 3G astro pitch and new netball/tennis courts.

Phase 2 of the project is the development of a Fitness and Wellbeing Centre including a gym and studio, due for completion in July 2017. This bespoke and fully integrated facility will offer affordable sport, fitness and wellbeing to students, staff and the community. We are creating a 30 station fitness and wellbeing area as well as a functional training area. Adjacent is a 35 person dance/activity studio, with a removable wall to create a large space that will cater for 70 people.

## Role

We are seeking to appoint a Sports Facilities Manager who will work in partnership with the school to deliver a first class facility. The manager will co-ordinate the commercial running of the new Centre as well as oversee the use of Ashlyns' other sporting facilities. The facilities are open to the Community, staff and students. It is envisaged that the post holder will work from 2.00pm to 10.00pm and alternate weekends.

## Duties will include:

- Daily site operations
- Liaising with us to ensure member and client satisfaction
- Increasing all aspects of the facility's trading: membership numbers, sports lettings etc
- Marketing and retention
- Gym Inductions



- Exercise Prescription
- Conducting health assessments
- Teaching on-site classes
- Delivery of the health program for students, staff and the community

## Essential Skills Required:

- REPS Level 3 minimum
- Experience of working in the fitness Industry
- 5+ A\*-C including English and Mathematics
- Excellent organisation and communication skills
- Outgoing, enthusiastic and proactive personality
- Good use of IT and technology

## Desirable skills:

- Experience of teaching classes
- Proven track record of managing people

## Benefits

In addition to a competitive salary, we offer additional incentives. We also provide training and development opportunities to progress your career and maintain our high standards of delivery.

## Application Information

Please complete the Herts County Council application form provided (including the person specification form). Applications should be submitted by 15 May 2017 (9am) marked 'Application - for the attention of the Headteacher'.

Applications may be posted, delivered by hand or sent electronically to recruitment@ashlyns.herts.sch.uk (with the subject line: 'Application - for the attention of the Headteacher').

Ashlyns School is committed to safeguarding children and young people. All employees have a responsibility for the safeguarding of students. All post-holders are subject to a satisfactory enhanced DBS.



➔ Apply now: <http://lei.sr?a=h2l8C>

# Be part of the new Coral Reef Waterworld team



CORAL REEF  
WATERWORLD

Bracknell's premier leisure attraction will re-open late Summer 2017, following a £13 million refurbishment, which includes 5 new iconic flumes.



## FANTASTIC OPPORTUNITIES AND COMPETITIVE SALARIES & BENEFITS

We are now recruiting to re-staff the Centre and have many positions available, working full-time, part-time and on a casual basis starting in July/August 2017:

- Recreation Assistants (Lifeguards)
- Receptionists & Spa Receptionists
- Catering Supervisor, Team Leader & Assistants
- Housekeeping / Cleaners

RECRUITING  
**NOW**

For more information on these positions and to apply go to: [www.coralreefbracknell.co.uk](http://www.coralreefbracknell.co.uk)



Bracknell  
Forest  
Council



# IF YOUR BUSINESS IS FOOTBALL...



**NETWORK**

with the global  
football industry



**INSIGHT**

delivered by industry  
thought-leaders



**SOCIAL**

events to support the  
business experience



**SOCCKEREX**

**GLOBAL CONVENTION**

MANCHESTER

**04-06 SEPTEMBER 2017**

HOSTED BY



MANCHESTER

# ...MAKE IT YOUR BUSINESS TO BE AT SOCCEREX

T +44 208 987 5522

E [PROMOTIONS@SOCCEREX.COM](mailto:PROMOTIONS@SOCCEREX.COM)



W [SOCCEREX.COM/GLOBAL](http://SOCCEREX.COM/GLOBAL)

TW FB IN [SOCCEREX](#)



arena  
GROUP

# Net Benefits



Global Events. Designed and Delivered.

[www.arenagroup.com](http://www.arenagroup.com)

arena  
SEATING

arena  
STRUCTURES

arena  
INTERIORS

arena  
ICE

well dressed tables  
CATERING EQUIPMENT HIRE

spaceworks  
INTERIORS & FURNITURE HIRE